

REPORT / RECOMMENDATION



To: Park Board

Agenda Item #: VI.C.

From: Joe Abood
Braemar Golf Course General Manager

Action ☐

Discussion ☒

Date: May 12, 2015

Information ☒

Subject: Braemar Golf Course Master Plan

Action Requested:

Provide review and comment.

Information / Background:

At the March 18, 2014 City Council meeting the council approved a motion to immediately start the master plan for Braemar Golf Course with funding from the Braemar Memorial Fund.

At the April 22, 2014 City Council meeting the council passed a motion to form a Braemar Master Plan Task Force to begin the Braemar master planning process.

At the June 17, 2014 City Council meeting the council approved the selection of the Braemar Master Plan Task Force appointments. Rick Ites, Pacy Erck, Joseph Hulbert, Dick Brozic and Paul Presthus were selected by an application and interview process as well as Brenda McCormick and David Deeds who were appointed by the Park Board. The task force has been meeting on a weekly basis since July 2014. Rick Ites was selected as the chairperson to lead the Master Plan Task Force through the process.

On July 28, 2014 the Request for Proposal for a golf course architect for the Braemar Golf Course Master Plan was advertised.

On August 22, 2014 twenty-eight (28) consultants from all over the country submitted proposals in response to the Braemar Master Plan RFP. Of the 28, five were selected by staff to be interviewed and evaluated by the task force.

In August 2015 an NGF - GolfSAT Survey was conducted. There were 739 Braemar Golf Course patron responses. This survey helped structure the Master Plan Task Force objectives and mission statement. Key findings are below.

Master Plan Task Force. Interviews were conducted Sept. 8 - 10, 2014.

At the Sept. 16, 2014 City Council meeting Richard Mandell Golf Architecture Consulting Services was selected to complete the Master Plan at Braemar Golf Course.

In October 2014 Mandell conducted multiple site walks with community residents (over 75 residents participated), environmental agencies and the Master Plan Task Force as well as held an open house to gather feedback for the Master Plan.

In January 2015 Mandell once again met with community residents (over 100 residents participated), environmental agencies and the Master Plan Task Force to discuss preliminary concepts for the future of the Braemar Golf facility.

Jan. 13, 2015 - Mandell presented the Park Board preliminary concepts for consideration.

Feb. 17, 2015 - Mandell presented City Council preliminary concepts for consideration.

April 14, 2015 - Mandell submitted the final Renovation Business Plan for Task Force and staff review.

May 6, 2015 - Master Plan work session with City Council, Park Board, staff and Master Plan Task Force.

Future Schedule:

May 12, 2015 - Master Plan Task Force and staff will make a recommendation to the Park Board.

June 2, 2015 - Master Plan Task Force and staff will make a recommendation to the City Council.

MASTER PLAN TASK FORCE INFORMATION

The following Master Plan Task Force information was provided to staff by the Master Plan Task Force for inclusion in this document.

Master Plan Task Force Mission Statement:

To create a premier Minnesota public golf course that provides access to a friendly, enjoyable, and playable golf experience for golfers of all ages and abilities, now and for future generations.

MASTER PLAN TASK FORCE CONCLUSIONS

Decision Making Attributes

- The Task Force looked at several important attributes when evaluating a 27 hole or 18 hole option.
 - **Accessibility**
 - **Golf Leagues** - Braemar has one of the largest league programs in the state for both 18 and 9 hole men and women golfers.
 - **Youth Program** - Braemar is grooming future golfers with one of the most developed youth golfing programs in the state.
 - **Special Needs Programs** - Braemar has a very successful program for special needs golfers.
 - **Nine Hole Golfers** - Braemar has a very high percentage of 9 hole golfers. The 9 hole rounds last year (29,153) exceeded the number of 18 hole rounds (26,158).

- **Financial** - We looked at how course utilization, expenses, cash flow and profitability might be impacted by the different options.
- **Environment** - Braemar is a unique urban golfing experience because of our beautiful parkland property. We looked at how our re-design options could enhance the current park environment now, and also how it could impact future generations of golfers.

27 Hole Option

- **Accessibility** - Accessibility is best addressed by a 27 hole option. Golf leagues, youth programs, special needs programs would not only be maintained but would also have room to grow.
- **"Fix Clunie"** - The number one request by most golfers in our listening sessions was "Fix the Clunie nine!" When existing golfers avoid the Clunie nine, it creates all kinds of problems financially and operationally for the staff. We believe that the planned re-design of Clunie is such a significant improvement that it will drive higher course round utilization than what staff has forecasted (68%).
- **Nine Hole Golfers** - These golfers are often seniors, couples, and parents playing with a child. To some people, golf is too long a process and 9 holes is all the time they can afford from a busy lifestyle standpoint. We believe that with the 27 hole option, course utilization increases with maintaining and growing these 9 hole rounds rather than losing them.
- **Financial** - Clearly, the 27 hole option is more costly and would never reach the profitability of an 18 hole course option. It takes more staff and resources to manage 27 holes.
- **Pace of Play** - The re-routing of some holes on 1 - 18 will equal out the yardages which should speed up pace of play on those nines. In addition, the re-design of Clunie significantly speeds up pace of play on this nine by eliminating some of the forced carries and correcting problem holes.
- **Corporate Events** - The 27 hole option gives Braemar the ability to stage more corporate events and tournaments to increase course utilization.

18 Hole Option

- **Financial** - The 18 hole option would have higher utilization resulting in improved profitability and reduced financial risk. Expenses with 18 holes would be lower because of reduced labor and supplies.
- **Premier Course** - A re-designed 18 hole course would be one of the best municipal courses in the region. Edina residents and patron card holders would be given preferential treatment in terms of tee-time availability.
- **More Amenities** - This option would leave more room to provide other amenities like a nature center and other practice amenities.
- **Accessibility** - With increased utilization of an 18 hole course, tee time availability to league, youth, and special need golf programs could place some of these programs at risk.
- **9 Hole Golfers** - An 18 hole option would force staff to financially favor 18 hole over 9 hole golfers. We would most likely lose most of these golfers.

Braemar Golf Task Force
Key Considerations
 8-Apr-15

- I The expected utilization of the course is expected to be approx. 55,000 rounds for both 27-hole and 18-hole option.
- The 27 hole option assumes similar level of play (50% 18 hole / 50% 9 hole), which is not the most efficient revenue mix.
 - The 18 hole option assumes a shift from 9 hole rounds to more profitable 18 hole rounds. This mix change will result in a more profitable revenue model, but requires changes to league play, timing of juniors training, etc.

		Capacity	Utilization	%
27 hole capacity		80,000	54,500	68%
	18 hole	50,000	27,500	55%
	9 hole	30,000	27,000	90%
18 hole		65,000	55,050	85%
	18 hole	45,000	40,000	89%
	19 hole	20,000	15,000	75%
Current		80000	52000	65%
	18 hole	50000	25000	50%
	9 hole	30000	27000	90%

- II The historical high for number of rounds was 67,000 - This is not expected to occur again. If we thought golf would rebound to these levels, the 18 hole option would not be able to accommodate the demand.
- III This review does not consider the viability of the Driving Range/Par 3 Project or the expense associated with the upgrade sprinkler system (assumed to be maintenance)
- IV The financial return is highly dependent on the utilization, pricing and expense assumptions. Based on Finances alone the 18-hole option is best. Overtime, both options have a loss because expenses are assumed to grow faster than revenues.

Joe's Model	2020	2021	2022
27 hole	(185)	(401)	(604)
18 hole	328	89	(341)

The 27 hole model

Incremental Capital Required \$ 6,556

WACC = 5%

	Best Case	Moderate	Joe's Estimate
Utilization	78%	71%	68%
Annual Pricing 18-hole	7% First YR / 3% annually	7% First YR / 3% annually	1% First YR / 1% annually
Annual Pricing 9-hole	3% First YR / 2% annually	3% First YR / 2% annually	1% First YR / 1% annually
Expense Inc.	2%	2%	2%
NPV	\$ (5,034)	(\$358)	(7,505)
IRR	-10%	NA	NA
Financially viable	Maybe	NO	NO
Free Cash Flow 2023	237	26	(101)

The 27-hole option is only viable if higher utilization can be assumed along with more sustained annual price increases. This option provides more flexibility and less change in the golf habits of the customers is needed.

The 18 hole model

Incremental Capital Required \$ 4,358

WACC = 5%

	Best Case	Joe's Estimate	Worst Case
Utilization	85%	85%	65%
Annual Pricing 18-hole	7% First YR / 1% annually	1% First YR / 1% annually	1% First YR / 1% annually
Annual Pricing 9-hole	5% First YR / 1% annually	1% First YR / 1% annually	1% First YR / 1% annually
Expense Inc.	2%	2%	2%
NPV	(1,283)	(1,808)	\$ (2,027)
IRR	0%	-4%	NA
Financially viable	OK	Maybe	NO
Free Cash Flow 2023	376	304	26

The 18-hole option is less risky financially, but requires a change in golfer habits at the course. The downside is also less risky if golf utilization drops off. This option does not provide flexibility if golf rebounds a more rounds could be secured given the 85% assumed utilization rate.

STAFF CONCLUSIONS

Staff recommends Option 5 – New 18 Hole Regulation Golf Course with minimal disturbance - the 18 hole option that stays within the 27 hole footprint of the existing golf course, with an alternate use for the remaining park property. The alternate use park concepts include, but is not limited to, recreational trails, an environmental education area, winter sport use, a four/six hole practice course, a putting course, a foot golf course, a disk golf course, grass fields and the like. The ability to reinvest profits for future capital improvements from within the golf enterprise is another substantial reason staff recommends the 18 hole option. While Richard Mandell has shown an option for renovating the Clunie nine that would expand into the hill on the east side of Braemar Park, due to the decline in golf locally and nationally, staff is reluctant to recommend expanding the footprint of the golf course.

Staff findings are based on the directive for 100% cost recovery of the Golf Enterprise facilities and provide the City of Edina the least amount of financial risk. A 27 hole option is potentially viable; however, there is substantially more financial risk involved based on the state of the golf industry and Braemar historical information.

Along with the financial considerations, staff believes that reasonable accessibility can be maintained with an 18 hole option. In 2014 there were 55,311 rounds played on the Braemar 27 hole regulation courses. With proper tee sheet management, these rounds can be accommodated on the 18 hole regulation course with additional room for growth. Additionally, staff believes that an 18 hole regulation course and par 3 course will provide ample opportunities to continue its extensive league participation and continued junior development programming. Edina residents would be given priority tee times so that access can be achieved by residents.

The renovation of the Braemar Executive Course to a brand new par 3 course is also expected to provide an exceptional amenity for golfers of all ages and abilities. The course will be redesigned to provide fewer forced carries, fewer bunkers, wider fairways, larger greens and several tee boxes on each hole to better match player ability for success. Staff also intends to provide two pin placements on each green, one of which will likely be a larger cup for younger or less experienced golfers to have more success and a more fun golfing experience.

Upon conclusion of the Braemar Golf Course Master Plan process, staff recommends completing a Master Plan of the entire 450 acre Braemar Park site.

May 6, 2015 Work Session

Richard Mandell was present at the May 6 work session and presented the 18 hole and 27 hole options and the attached PowerPoint presentation. He will not be present at the May 12 Park Board meeting. Several members of the Braemar Master Plan Task Force will be present to discuss options and answer questions.

ATTACHMENTS:

- A: Staff Pro Forma
- B: Customer Demographics and Survey Information
- C: Ehlers Report
- D: Renderings
- E: Brenda McCormick, Braemar Master Plan Task Force – Key Considerations
- F: Renovation Business Plan – Richard Mandell Golf Architecture
- G: Richard Mandell Work Session PowerPoint Presentation

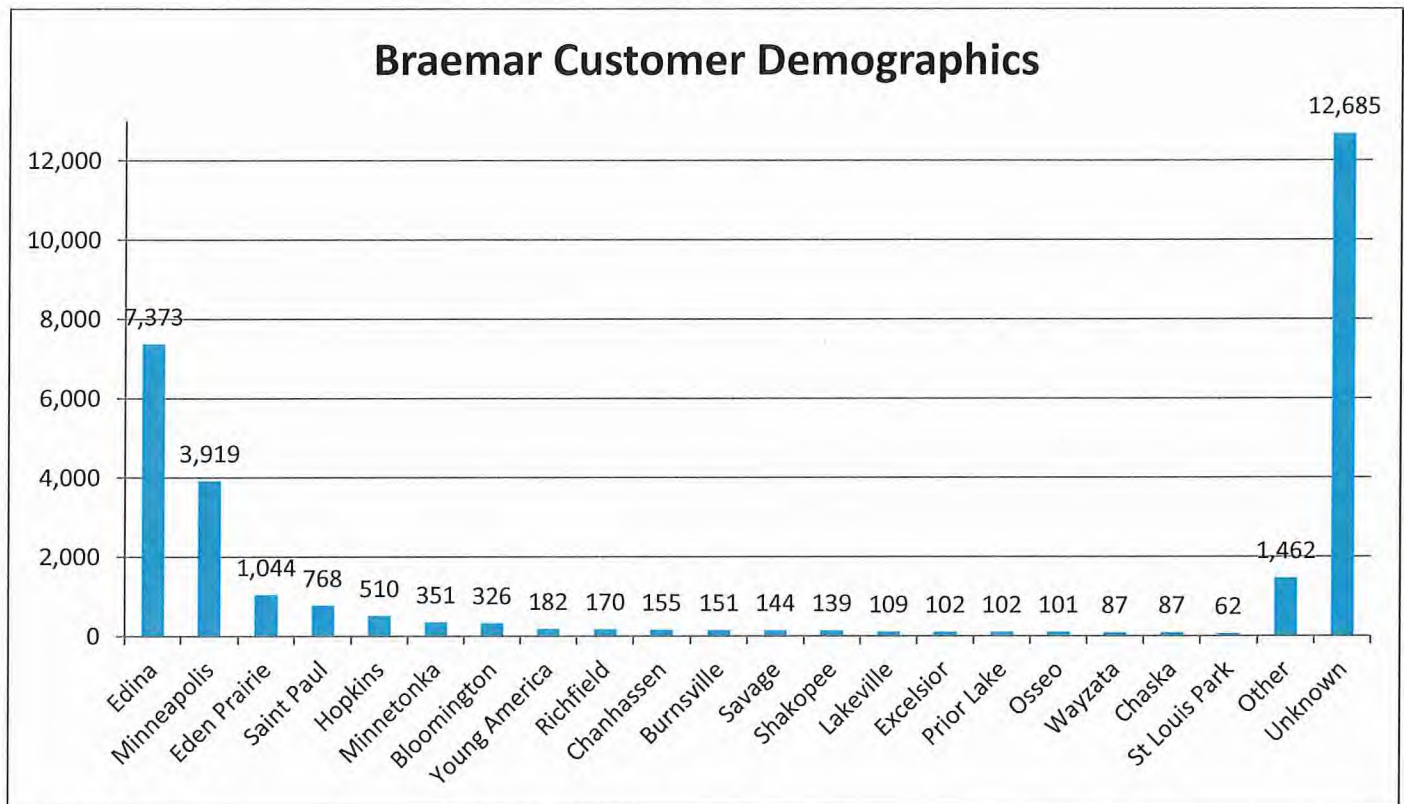
ATTACHMENT A:

Staff Proforma Summary

Regulation 27 - Status Quo									
	Preliminary 2014	Projected 2015 4 Year Average (2011-2014)	Projected 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022
Total Operating Revenue	\$3,229,349	\$2,647,477	\$2,961,655	\$3,148,405	\$3,197,592	\$3,247,803	\$3,299,062	\$3,351,398	\$3,404,837
Total Operating Expense	\$3,217,426	\$2,840,765	\$2,995,444	\$3,118,824	\$3,283,886	\$3,350,674	\$3,419,238	\$3,486,587	\$3,555,749
Operating Income (Loss)	\$11,923	\$193,289	\$33,789	\$29,580	\$86,293	\$102,872	\$120,176	\$135,189	\$150,912
Estimated Annual Cash Flow	\$1,433,926	\$71,004	\$3,721	\$112,040	\$150,283	\$164,837	\$87,041	\$202,054	\$217,777
Regulation 27 - Renovation									
	Preliminary 2014	Projected 2015 4 Year Average (2011-2014)	Projected 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022
Total Operating Revenue	\$3,229,349	\$2,647,477	\$2,961,655	\$2,513,014	\$2,553,771	\$2,595,405	\$3,432,067	\$3,485,598	\$3,540,239
Total Operating Expense	\$3,217,426	\$2,840,765	\$2,995,444	\$2,570,558	\$2,771,482	\$2,973,756	\$3,719,238	\$3,843,550	\$3,877,126
Operating Income (Loss)	\$11,923	\$193,289	\$33,789	\$57,545	\$217,711	\$378,351	\$287,170	\$357,953	\$336,887
Estimated Annual Cash Flow	\$497,574	\$227,504	\$66,279	\$88,085	\$246,301	\$404,916	\$311,635	\$382,418	\$361,352
Regulation 18 - Renovation									
	Preliminary 2014	Projected 2015 4 Year Average (2011-2014)	Projected 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022
Total Operating Revenue	\$3,229,349	\$2,647,477	\$2,961,655	\$1,136,974	\$3,225,529	\$3,276,089	\$3,327,703	\$3,380,400	\$3,434,206
Total Operating Expense	\$3,217,426	\$2,840,765	\$2,995,444	\$1,408,805	\$2,882,726	\$3,094,915	\$3,151,049	\$3,208,668	\$3,267,811
Operating Income (Loss)	\$11,923	\$193,289	\$33,789	\$271,831	\$342,803	\$181,174	\$176,654	\$171,732	\$166,395
Estimated Annual Cash Flow	\$1,433,926	\$71,004	\$3,721	\$189,371	\$180,713	\$178,609	\$269,189	\$164,267	\$158,930

ATTACHMENT B:

Customer Demographics



Survey Data

(739 responses / 61% of which are Edina Residents / 76% male & 24% female / 50% below retirement age)

Satisfaction Factors (What our customers would most like to see improvement in)

1. Pace of Play
2. Overall Quality of Practice Facility
3. Condition of Bunkers
4. Amenities
5. Food & Beverage Service
6. Condition of Tees

Competition (Who we are being compared to)

1. Baker National Golf Course
2. Chaska Town Course
3. Brookview Golf Course
4. Dwan Golf Club
5. Bluff Creek golf Club
6. Deer Run Golf

Attachment C



EHLERS
LEADERS IN PUBLIC FINANCE

MEMO

To: Ann Kattreh and Eric Roggeman, City of Edina
From: Nick Anhut and Mark Ruff, Ehlers
Date: February 26, 2015
Re: Braemar Golf Pro Forma Review

The City of Edina Parks Department and Finance Department have requested that Ehlers review pro forma financial assumptions for the City of Edina's Golf Enterprise (the "Enterprise") as prepared by City staff and offer comments regarding the financial projections. The basis for our comments are actual historical revenue and expense results for the Enterprise, review of planning documents from peer municipally managed golf courses, and our experience with budgets for municipal recreational enterprises. Generally, we find the City's projections to be based upon reasonable assumptions with the caveats and clarifications raised below.

General Pro Forma Models

In preparation for reviewing various capital investments proposed within the Braemar Golf Course Master Plan, City staff prepared baseline annual financial projections through 2020 to update the City's 2014 Golf Operations Study to incorporate recent changes to the Enterprise with the closing of Fred Richards and new contract with Tin Fish. City staff included reductions in revenues related to concessions and greens fees, with more modest adjustments to reflect streamlined expenditures within retail operations, commodities, personnel and contractual services. The City then created three additional models to incorporate the impact of selected Master Plan changes to the course:

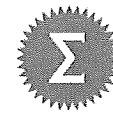
- Adding \$2.4 million course, driving range and par 3 renovations in 2015,
- \$8.4 million 27-hole course renovation with the new driving range and par 3, and
- \$6.4 million 18 hole full course renovation in 2017 with the new driving range and par 3.

It should be noted that these models do not assume any substantial price or fee increases and do not include any cash transfer support from external funds. Our evaluation also does not incorporate review of the proposed construction costs, related contingencies, or time horizons.

Status Quo Model

The status quo model's projected revenues for 2015 of just over \$2.9 million are adjusted from recent history for the closure of Fred Richards and outsourced grill operations with Tin Fish. Revenues for concessions and alcohol sales are conservatively reduced to reflect the contract in effect starting in the summer of 2015 which shows lower revenues but also lower expenditures. Green Fees revenue in 2015 reflects a onetime modest increase in number of rounds of 10% for 9-hole rounds and 25% for executive course rounds to offset the closure of Fred Richards. These baseline revenues assume no change to current pricing levels. In general, 2016 to 2020 year-over-year projected general revenues assume 3% growth in combined pricing/usage and green fee and range utilization revenues assume a 1% growth, which are reasonable assumptions. See the detailed chart below which also shows a baseline comparison to recent historical operating performance:



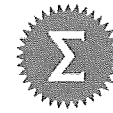


Status Quo Model			
Revenues	2011-2014 Compiled	2015 Proposed	2020 Stabilized
Concessions/Sales	\$ 580,974	\$ 303,075	\$ 260,760
Golf Dome	\$ 326,276	\$ 332,801	\$ 385,808
Green Fees	\$ 1,534,510	\$ 1,468,535	\$ 1,543,445
Driving Range	\$ 243,625	\$ 246,061	\$ 258,613
Miscellaneous	\$ 559,437	\$ 582,000	\$ 632,178
Total Revenue	\$ 3,244,821	\$ 2,932,472	\$ 3,080,804
Expenditures	2011-2014 Compiled	2015 Proposed	2020 Stabilized
Cost of Goods Sold	\$ 313,477	\$ 180,024	\$ 171,700
Personal Services	\$ 1,521,625	\$ 1,340,175	\$ 1,553,630
Contractual Services	\$ 544,356	\$ 493,703	\$ 545,088
Commodities	\$ 337,851	\$ 288,945	\$ 319,018
Capital Outlay	\$ 3,355	\$ 3,422	\$ 3,778
Central Services	\$ 134,809	\$ 137,505	\$ 151,817
Depreciation	\$ 411,470	\$ 456,000	\$ 556,000
Total Expenditures	\$ 3,266,942	\$ 2,899,773	\$ 3,301,031
Operating Income (Loss)	\$ (22,121)	\$ 32,699	\$ (220,227)

Excluding debt service and non-recurring capital expenditures, the status quo projected 2015 budget for expenditures is over \$360,000 less than recent historical levels. This is primarily due to reductions in commodities, staffing, and contractual services spending related to Fred Richards, along with contracting with Tin Fish for operation of the Grill. Including 2015, the City's projected expenditures include 2% inflationary factor for all line items except for personal services at 3% to be consistent with the City's budgetary practices for other departments. The City's 2015 status quo budget has a sound basis given the City's experience and is in line with the level of expenditures of similar municipal golf enterprises within the metro area.

Despite the projection of a slight positive operating performance in 2015, aging of the course will likely create larger negative cash flows in the short term prior to payment of non-operating expenditures like existing debt and capital replacement needs. For example, the status quo scenario will require at least \$2,000,000 in irrigation improvements by 2017 plus annual improvements of over \$200,000 per year which exceed projections for depreciation expense.

Status Quo	2015	2016	2017	2018	2019	2020
Revenues	\$ 2,932,472	\$ 2,897,815	\$ 2,942,181	\$ 2,987,452	\$ 3,033,652	\$ 3,080,804
Expenditures	\$ (2,899,773)	\$ (2,937,050)	\$ (3,000,475)	\$ (3,165,583)	\$ (3,232,419)	\$ (3,301,031)
Operating Income	\$ 32,699	\$ (39,236)	\$ (58,294)	\$ (178,130)	\$ (198,767)	\$ (220,227)
Add: Depreciation	\$ 456,000	\$ 456,000	\$ 456,000	\$ 556,000	\$ 556,000	\$ 556,000
Less: Existing Debt	\$ (84,215)	\$ (97,490)	\$ (95,540)	\$ (93,590)	\$ (96,565)	\$ (94,465)
Capital Expense	\$ (849,500)	\$ (191,000)	\$ (2,208,000)	\$ (298,000)	\$ (293,000)	\$ (200,000)
New Debt	\$ -	\$ -	\$ 2,000,000	\$ (158,400)	\$ (158,400)	\$ (158,400)
Annual Cash Flow	\$ (445,016)	\$ 128,274	\$ 94,166	\$ (172,120)	\$ (190,732)	\$ (117,092)

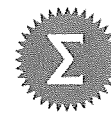


Driving Range and Par 3 Improvement Model

Projections for revenues adding the impact of improvements to the range and par 3 during the summer of 2015 build upon the status quo model. Key differences are the impacts of proposed construction starting in July, 2015. This event is expected to limit utilization of the range and executive course for the remainder of the season. Upon completion, staff expects increased driving range and par 3 stabilized revenues, and modest increases in membership revenue due to improved amenities. The proforma anticipates range revenues nearly doubling from historical levels once stabilized after construction, and Par 3 green fees recovering by 2017 to a stabilized level 14% higher than the status quo projections. Conservatively, the model does not assume any increase in 9-hole or 18-hole regulation course utilization during Par 3 construction, nor any increases above status quo levels afterward.

New Driving Range & Par 3 Model		
Revenues	2015 Proposed	Stabilized 2020
Concessions/Sales	\$ 303,075	\$ 260,760
Golf Dome	\$ 383,953	\$ 385,808
Green Fees	\$ 1,300,489	\$ 1,577,118
Driving Range	\$ 77,960	\$ 433,740
Miscellaneous	\$ 582,000	\$ 641,636
Total Revenue	\$ 2,647,477	\$ 3,299,062
Expenditures	2015 Proposed	Stabilized 2020
Cost of Goods Sold	\$ 180,024	\$ 171,700
Personal Services	\$ 1,297,597	\$ 1,552,192
Contractual Services	\$ 493,703	\$ 545,088
Commodities	\$ 272,515	\$ 318,662
Capital Outlay	\$ 3,422	\$ 3,778
Central Services	\$ 137,505	\$ 151,817
Depreciation	\$ 456,000	\$ 676,000
Total Expenditures	\$ 2,840,765	\$ 3,419,238
Operating Income (Loss)	\$ (193,289)	\$ (120,176)

Expenditures are expected to decline slightly in 2015 compared to the Status Quo model due to reorganization and temporary closure of the range and Par 3 during construction. However, City staff expects to carry forward this level of expenditures with only inflationary adjustments mentioned above, as well as a projected \$120,000 increase in an accounting depreciation expense directly related to the new capital improvements. Not including depreciation, the projections for total operating expenditures are at or below Status Quo projections.



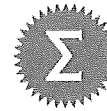
Range/Par 3	2015	2016	2017	2018	2019	2020
Revenues	\$ 2,647,477	\$ 2,961,655	\$ 3,148,405	\$ 3,197,592	\$ 3,247,803	\$ 3,299,062
Expenditures	\$ (2,840,765)	\$ (2,995,444)	\$ (3,118,824)	\$ (3,283,886)	\$ (3,350,674)	\$ (3,419,238)
Operating Income	\$ (193,289)	\$ (33,789)	\$ 29,580	\$ (86,293)	\$ (102,872)	\$ (120,176)
Add: Depreciation	\$ 456,000	\$ 516,000	\$ 576,000	\$ 676,000	\$ 676,000	\$ 676,000
Less: Existing Debt	\$ (84,215)	\$ (97,490)	\$ (95,540)	\$ (93,590)	\$ (96,565)	\$ (94,465)
Capital Expense	\$ (2,649,500)	\$ (191,000)	\$ (2,208,000)	\$ (298,000)	\$ (293,000)	\$ (200,000)
New Debt	\$ 2,400,000	\$ (190,000)	\$ 1,810,000	\$ (348,400)	\$ (348,400)	\$ (348,400)
Annual Cash Flow	\$ (71,004)	\$ 3,721	\$ 112,040	\$ (150,283)	\$ (164,837)	\$ (87,041)

27-hole Regulation Course Renovation Model

The next model builds upon the range and Par 3 improvements, and includes projections for revenues assuming 27-hole renovation to occur in three 9-hole phases from 2017-2019 to allow for continuous 18-hole operations during construction. City staff expects green fee, cart rental and retail revenues to temporarily decline due to 33% reduction in utilization during the construction period. Revenues return to stabilized levels in 2020, with green fee revenues recovering to a level 5.7% higher than the status quo projections. Membership revenue also declines during course renovation, but does not fully recover to stabilized levels immediately afterward. Similar to the previous model, the model conservatively does not assume any increased utilization of the Par 3 course during construction of the 27-hole regulation course.

27 Hole w/ New Driving Range & Par 3		
Revenues	2015 Proposed	Stabilized 2020
Concessions/Sales	\$ 303,075	\$ 260,760
Golf Dome	\$ 383,953	\$ 385,808
Green Fees	\$ 1,300,489	\$ 1,651,666
Driving Range	\$ 77,960	\$ 433,740
Miscellaneous	\$ 582,000	\$ 653,188
Total Revenue	\$ 2,647,477	\$ 3,385,161
Expenditures	2015 Proposed	Stabilized 2020
Cost of Goods Sold	\$ 180,024	\$ 171,700
Personal Services	\$ 1,297,597	\$ 1,552,192
Contractual Services	\$ 493,703	\$ 545,088
Commodities	\$ 272,515	\$ 318,662
Capital Outlay	\$ 3,422	\$ 3,778
Central Services	\$ 137,505	\$ 151,817
Depreciation	\$ 456,000	\$ 976,000
Total Expenditures	\$ 2,840,765	\$ 3,719,238
Operating Income (Loss)	\$ (193,289)	\$ (334,076)

The proposed 27-hole renovation model builds in reduced operating expenditures related to limited operations during the 2017-2019 phased construction, however stabilized expenditures are expected to be identical to previous models save for the added depreciation expense related to the over \$8 million project.



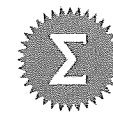
27-Hole Ren.	2015	2016	2017	2018	2019	2020
Revenues	\$ 2,647,477	\$ 2,961,655	\$ 2,513,014	\$ 2,553,771	\$ 2,595,405	\$ 3,385,161
Expenditures	\$ (2,840,765)	\$ (2,995,444)	\$ (2,570,558)	\$ (2,771,482)	\$ (2,973,756)	\$ (3,719,238)
Operating Income	\$ (193,289)	\$ (33,789)	\$ (57,545)	\$ (217,711)	\$ (378,351)	\$ (334,076)
Add: Depreciation	\$ 456,000	\$ 516,000	\$ 576,000	\$ 726,000	\$ 876,000	\$ 976,000
Less: Existing Debt	\$ (84,215)	\$ (97,490)	\$ (95,540)	\$ (93,590)	\$ (96,565)	\$ (94,465)
Capital Expense	\$ (2,649,500)	\$ (191,000)	\$ (8,556,383)	\$ (98,000)	\$ (93,000)	\$ -
New Debt	\$ 2,400,000	\$ (190,000)	\$ 8,158,383	\$ (864,000)	\$ (864,000)	\$ (864,000)
Annual Cash Flow	\$ (71,004)	\$ 3,721	\$ 24,915	\$ (547,301)	\$ (555,916)	\$ (316,541)

18-Hole Regulation Course Renovation Model

The final revenue model exchanges the 27-hole renovation for an 18-hole renovation that includes the elimination of 9 holes from the golf facility. Construction is expected to occur in 2017 and cause a full shutdown of the regulation course that year. In addition to zero 18 or 9-hole green fee revenue, City staff expect 90% reductions to rental and retail revenues during the year-long construction period. Revenues return to stabilized levels 2018, with green fee revenues recovering to a level 7.8% higher than the status quo projections. Membership revenue also declines during course renovation, but stabilizes immediately afterward with modest increases. As with prior models, the pro forma conservatively does not assume any increased utilization of the Par 3 course during construction of the regulation course.

18 Hole w/ New Driving Range & Par 3		
	2015 Proposed	Stabilized 2020
Revenues		
Concessions/Sales	\$ 303,075	\$ 260,760
Golf Dome	\$ 383,953	\$ 385,808
Green Fees	\$ 1,300,489	\$ 1,679,416
Driving Range	\$ 77,960	\$ 429,445
Miscellaneous	\$ 582,000	\$ 670,508
Total Revenue	\$ 2,647,477	\$ 3,425,937
Expenditures		
Cost of Goods Sold	\$ 180,024	\$ 171,700
Personal Services	\$ 1,297,597	\$ 1,241,754
Contractual Services	\$ 493,703	\$ 436,070
Commodities	\$ 272,515	\$ 254,930
Capital Outlay	\$ 3,422	\$ 3,778
Central Services	\$ 137,505	\$ 151,817
Depreciation	\$ 456,000	\$ 891,000
Total Expenditures	\$ 2,840,765	\$ 3,151,049
Operating Income (Loss)	\$ (193,289)	\$ 274,888

The proposed 18-hole renovation model also assumes reductions in expenditures related to the regulation course closure in 2017 for construction. Upon reopening in 2018, City staff expects a reduction in stabilized expenditures related to personnel, maintenance and commodities attributed to the



elimination of 9 regulation holes. The leaner operating budget is estimated to be \$480,000 less than that of the 27-hole models prior to inclusion of depreciation.

18-Hole Ren.	2015	2016	2017	2018	2019	2020
Revenues	\$ 2,647,477	\$ 2,961,655	\$ 1,136,974	\$ 3,321,826	\$ 3,373,349	\$ 3,425,937
Expenditures	\$ (2,840,765)	\$ (2,995,444)	\$ (1,408,805)	\$ (2,882,726)	\$ (3,094,915)	\$ (3,151,049)
Operating Income	\$ (193,289)	\$ (33,789)	\$ (271,831)	\$ 439,101	\$ 278,435	\$ 274,888
Add: Depreciation	\$ 456,000	\$ 516,000	\$ 576,000	\$ 733,500	\$ 891,000	\$ 891,000
Less: Existing Debt	\$ (84,215)	\$ (97,490)	\$ (95,540)	\$ (93,590)	\$ (96,565)	\$ (94,465)
Capital Expense	\$ (2,649,500)	\$ (191,000)	\$ (6,566,179)	\$ (98,000)	\$ (93,000)	\$ -
New Debt	\$ 2,400,000	\$ (190,000)	\$ 6,168,179	\$ (704,000)	\$ (704,000)	\$ (704,000)
Annual Cash Flow	\$ (71,004)	\$ 3,721	\$ (189,371)	\$ 277,011	\$ 275,870	\$ 367,423

Revenue Considerations:

Coupled with national trends in declining golf participation, the marketplace for golf in the metropolitan area during the limited spring, summer and fall seasons is fairly competitive with the majority of pressure coming from alternative recreational activities. Regional weather patterns also induce volatility into annual golf enterprise revenue performance. While price is an important factor, the most significant a risk of flight from core users is to a superior product because of limited supply with recent course closures throughout the metro area. Within its relative control, maintaining Enterprise revenue levels will primarily depend upon the ability of the City to provide a competitive product to maintain a variety of core golf users and successfully market the product to ultimately grow utilization.

It is our understanding that the majority of miscellaneous and sales revenue projections also reflect limited year round use of the golf amenities. The City expects to explore opportunities to promote more year round use of the facilities in the future. Also, it is assumed Golf Dome revenues will stabilize at current levels due to recent improvements and performance.

We are relying on statements from staff that there is capacity available within all models to support current utilization levels while reducing from a 27 to 18-hole regulation course. However, the City should consider its reliance on increases to green fees revenue within the renovation models. While it may be reasonable to set an expectation of no drop off in rounds purchased once operations are stabilized, it is inconsistent with the City's overall conservative approach to rely on the higher levels of projected revenue within the 18-hole model without engaging in a more detailed market analysis to validate it.

Expenditure Considerations

While the City models project a reduced operating footprint from historical levels, it is reasonable to assume a sustainable level of reductions can be obtained due to recent changes within the golf enterprise. The pro forma also includes a 3% inflation on personnel costs, despite its reliance on part-time and seasonal labor whose costs may not historically increase at that rate. One consideration is decoupling when reductions in operating costs will occur relative to reductions in course use during periods of construction. It is absolutely reasonable to assume that commodity, goods, some personnel and maintenance expense will be reduced during these time frames, however a cash flow consideration

should be given to whether a lag will exist between when reductions in revenues and expenditures are realized.

Non-Operating Pro Forma Considerations

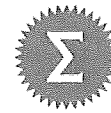
In addition to the operating assumptions, City staff has also anticipated non-operating expenditures for existing debt on the Braemar Golf Dome, new debt service related to the proposed Master Plan improvements, and planned capital outlays to evaluate annual cash flow activity. The City has incorporated a long-term plan for capital improvements for the golf enterprise within its 5-year Capital Improvement Plan. The plan includes detailed line item expenses identified for equipment replacement, repairs and facility renovations. Prior to any renovation, the status quo capital outlays average \$674,000 per year primarily identifying major irrigation upgrades needed within the 3-5 year horizon.

Under a special legislative authority, the City has considered the issuance of General Obligation Bonds to finance major capital improvements to selected recreational enterprises like the Golf Dome and Braemar Ice Arena. This debt requires a pledge of existing enterprise revenues, but is backed by the City's levy authority which ensures low interest costs relative to other forms of debt. The City's existing golf debt service averages \$94,000 per year. Using current market "AAA" rates inflated by half a percent, Ehlers estimates annual debt service at \$190,000 for the range improvements, \$674,000 for the 27-hole renovation, and \$514,000 for the 18-hole renovation. These estimates are based on a 15-year term of repayment.

The City has utilized options to pay for operating deficits, capital and non-operating expenses using operating cash, capital reserves, Braemar Memorial Funds and transfers from either of Liquor or General Fund surpluses. These projections do not assume any income related to transfers or potential interest earning, and are included for illustrative purposes. The City should consider funding long-term capital improvements through use of a capital reserve for the Enterprise. Future capital costs are difficult to predict, but additional attention should be placed on maximizing revenues and/or reducing operating expenses in order to accrue additional funding for this Enterprise's capital reserve.

Comparison to Peer Municipal Golf Operations

When comparing the Enterprise to similar municipal golf operations, the total projected revenues are achievable but are on the higher end of what we see within the metro area. Comparable golf facilities operated by municipalities in the metropolitan area perform in the range of \$2.0 to \$2.8 million in annual gross revenues. However, Edina's Golf Enterprise is larger than most due to operating a domed golf practice facility, driving range and 36-hole golf course. Other like municipally operated facilities typically contain only a single 18 to 27-hole course and outdoor range. Operation of the Golf Dome alone enables Edina's revenues to be potentially \$300,000 higher than a typical municipal golf operation. We have no reason today to doubt the ability of the City to achieve \$3.0 to 3.4 million per year revenues for its operation, but we believe that examining revenues from other facilities is helpful to provide context for risk and sensitivity analysis.



Likewise, comparable golf enterprises share recent history of operating expenditures at or exceeding operating revenues. Typical operating margins range from levels of -10% to 4% of revenues due primarily to reduction in rounds purchased and the inability to adjust costs commensurate with reduced utilization.

Background on Ehlers

Ehlers is a financial advisory firm experienced in assisting local governments with the financing of a variety of assets, including recreational facilities. Ehlers is not an accounting firm nor was this report prepared by certified public accountants or according to general accepted accounting principles. This report is not intended to be construed as an appraisal, a feasibility study, nor as a review of the City's capacity/business plan for the Braemar Golf Improvements. We are engaged in a limited scope primarily to raise questions about the proposed operating and capital budget, and offer insights given our experience with the City's finances generally and with operating budgets for other recreation enterprises.

NATIVE ROUTING
OPTIONS

BUNKER
TAY
TINE
R BODY
HOUSE
RENNANCE
JAVANNA
RATION
GRUS
ING TRAIL



OPTION 1 - THE BEST 27 REGULATION HOLES POSSIBLE

Option 1 is Richard Mandell Golf Architecture's effort to create the three best possible nine hole loops for Braemar Golf Course. Utilizing the entire property to the best of its ability, the sole objective is to create three equal nines to change the current sentiment of Braemar Golf Course as a solid and enjoyable original eighteen holes with a third nine unacceptable to the majority of golfers.

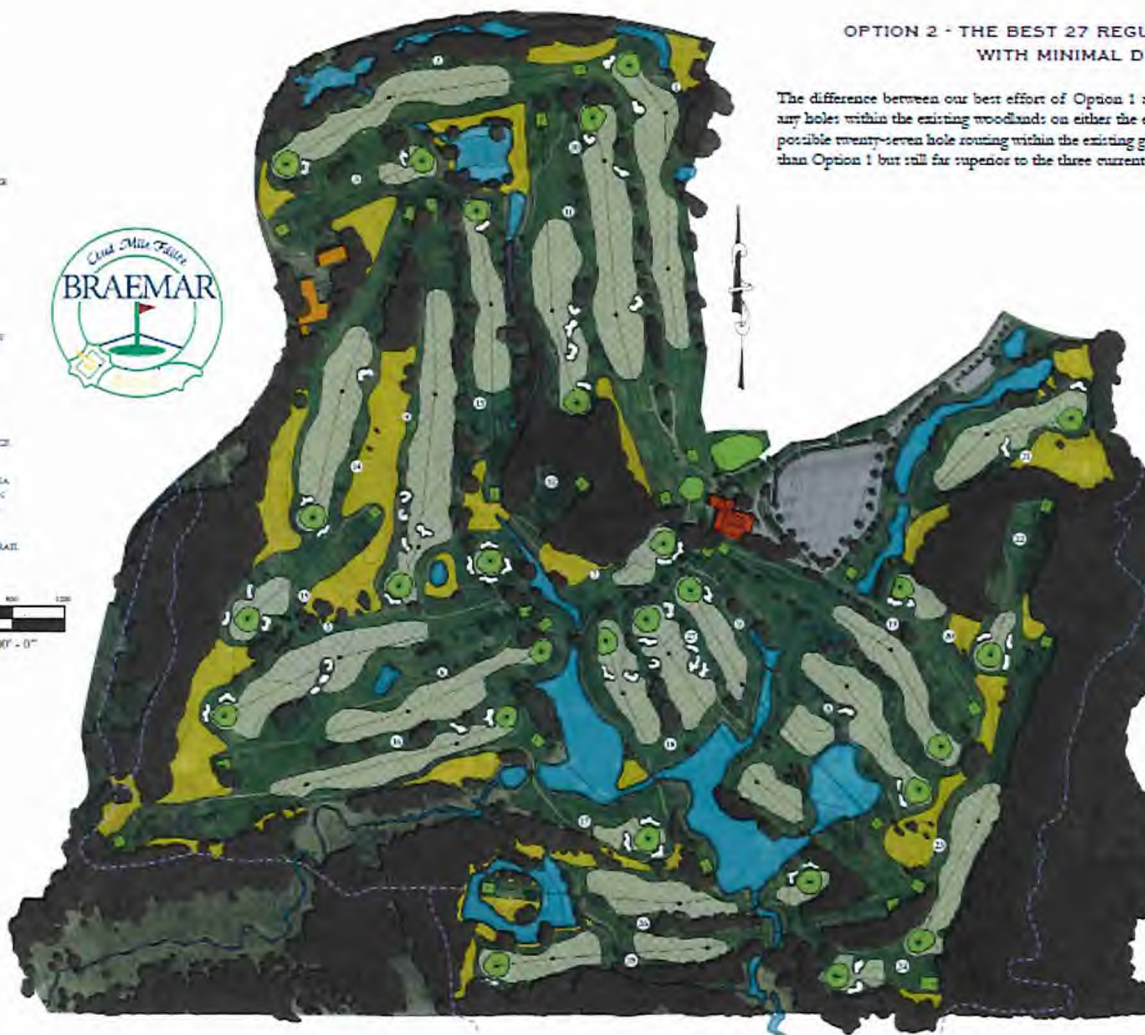
From our efforts, it is apparent that if a substantial change to the third nine is not made, then any smaller effort to improve the Clunie nine will fall short of expectations. With that thought, the money spent on anything less will be money poorly spent. Option 1 is intended to clearly create three equal nines.

HOLE	PAR	A	B	C	D	E
1	5	526	480	422	384	351
2	4	407	374	336	299	259
3	3	294	166	161	151	128
4	5	521	475	415	376	338
5	4	416	376	342	310	261
6	4	448	391	358	334	283
7	3	187	163	156	147	113
8	4	417	376	341	312	262
9	4	383	356	312	277	242
CASTLE	36	3509	3157	2843	2590	2237
Castle to Hays	72	6840	6171	5533	5024	4347
10	5	507	450	393	352	315
11	4	374	345	305	273	241
12	3	155	146	134	111	94
13	4	373	342	300	269	238
14	4	435	388	354	331	274
15	4	425	384	349	324	272
16	5	548	502	441	400	357
17	3	193	162	156	145	118
18	4	321	295	258	229	201
HAYS	36	3331	3014	2690	2434	2110
Hays to Clunie	72	6593	5983	5335	4809	4184
19	4	389	361	317	281	246
20	3	169	154	147	131	104
21	4	368	338	298	266	235
22	3	199	166	160	150	122
23	5	549	505	445	403	361
24	3	145	141	125	103	88
25	5	523	477	418	379	341
26	4	417	379	345	315	265
27	5	503	448	390	347	312
CLUNIE	36	3262	2969	2645	2375	2074
Clunie to Castle	72	6771	6126	5488	4965	4311

LEGEND



0 100 200 300 400 500 600 700 800 900 1000 1100 1200
 SCALE 1" = 400' - 0"



OPTION 2 - THE BEST 27 REGULATION HOLES POSSIBLE WITH MINIMAL DISTURBANCE

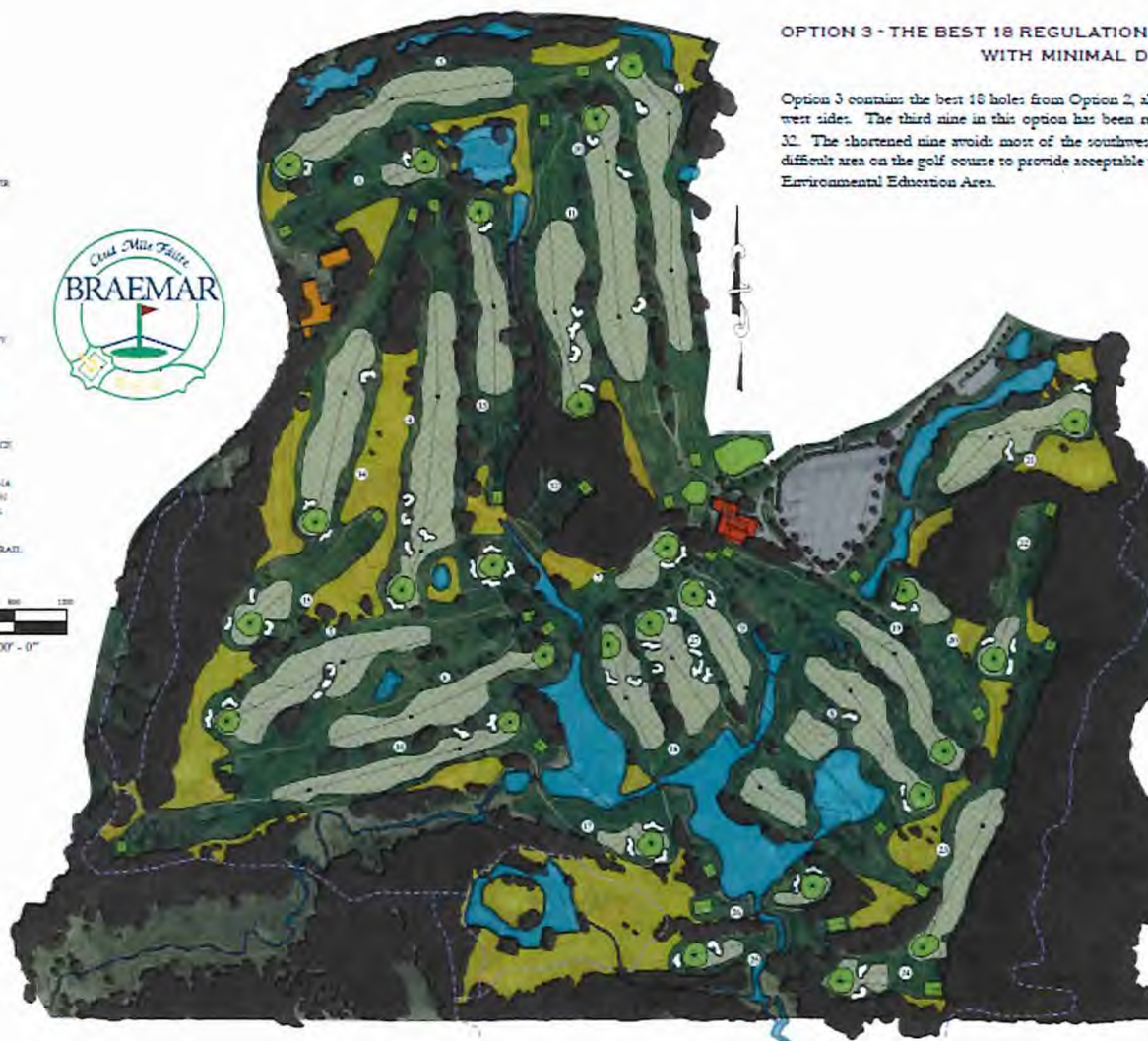
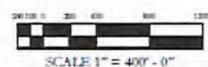
The difference between our best effort of Option 1 and Option 2 is that number two does not have any holes within the existing woodlands on either the east nor west sides. Instead, Option 2 is the best possible twenty-seven hole routing within the existing golf course land. As a result, this option is shorter than Option 1 but still far superior to the three current nines.

HOLE	PAR	YARDS
1	5	526
2	4	407
3	3	294
4	5	521
5	4	416
6	4	438
7	3	187
8	4	412
9	4	374
CASTLE	36	3486
Castle to Hays	71	6571

HOLE	PAR	YARDS
10	5	507
11	4	374
12	3	155
13	4	373
14	4	419
15	3	217
16	5	523
17	3	196
18	4	321
HAYS	35	3086
Hays to Clunie	70	6230

HOLE	PAR	YARDS
19	4	390
20	3	186
21	4	360
22	3	209
23	4	424
24	3	179
25	5	523
26	4	421
27	5	503
CLUNIE	35	3144
Clunie to Castle	71	6630

LEGEND



OPTION 3 - THE BEST 18 REGULATION HOLES & EXECUTIVE 9 POSSIBLE WITH MINIMAL DISTURBANCE

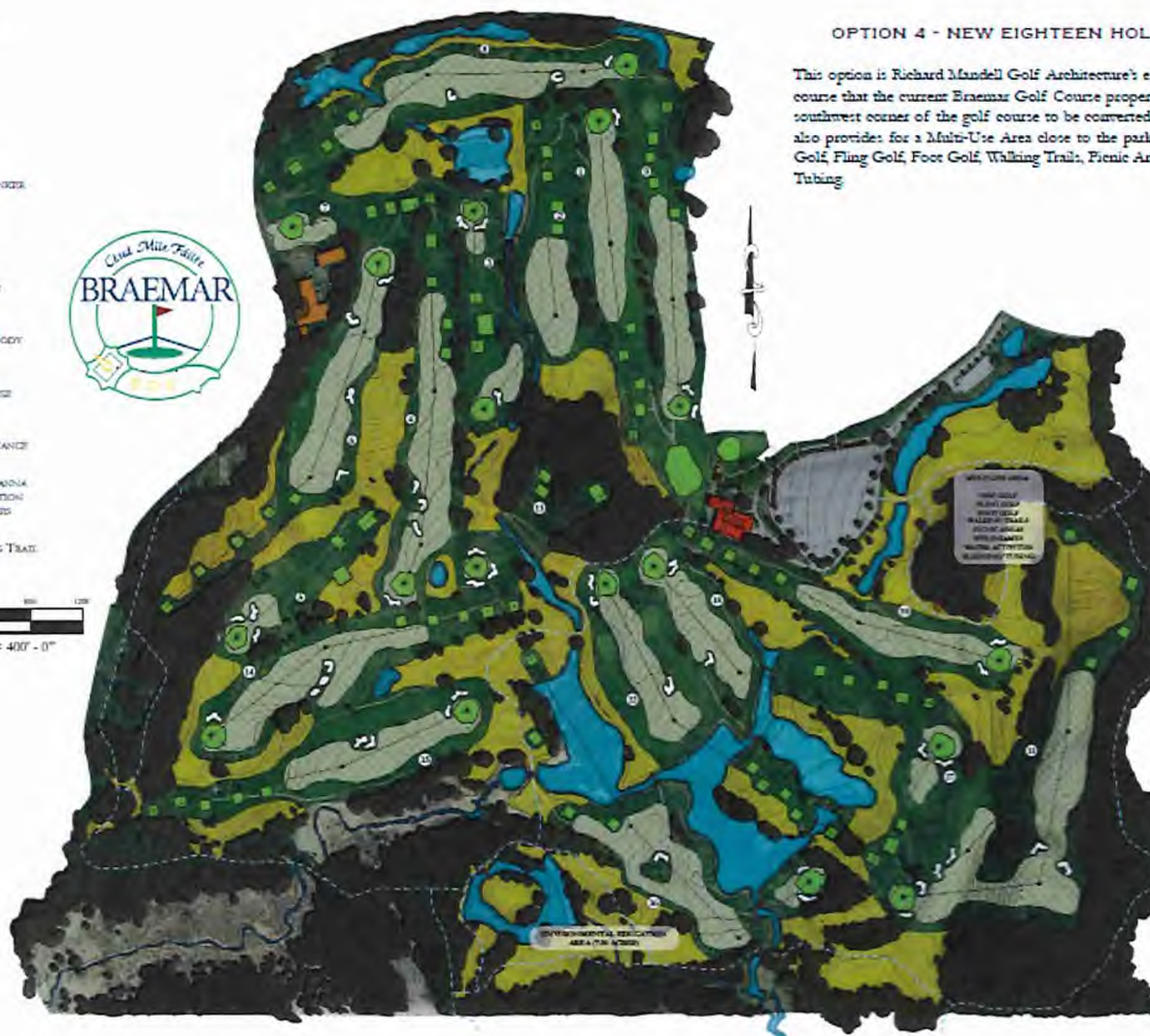
Option 3 contains the best 18 holes from Option 2, also avoiding the woodlands on both the east and west sides. The third nine in this option has been reduced to an executive nine playing to a par of 32. The shortened nine avoids most of the southwest corner of the golf property which is the most difficult area on the golf course to provide acceptable turfgrass conditions. This can be converted to an Environmental Education Area.

HOLE	PAR	YARDS
1	5	526
2	4	407
3	5	204
4	5	521
5	4	416
6	4	438
7	5	187
8	4	412
9	4	374
CASTLE	36	3486
Castle to Hays	71	6571

HOLE	PAR	YARDS
10	5	507
11	4	374
12	3	155
13	4	573
14	4	419
15	3	217
16	5	523
17	3	196
18	4	321
HAYS	35	3086
Hays to Clunie	67	5635

HOLE	PAR	YARDS
19	4	390
20	3	186
21	4	360
22	3	209
23	4	424
24	3	129
25	3	196
26	3	152
27	5	503
CLUNIE	32	2549
Clunie to Castle	68	6035

LEGEND



OPTION 4 - NEW EIGHTEEN HOLE REGULATION GOLF COURSE

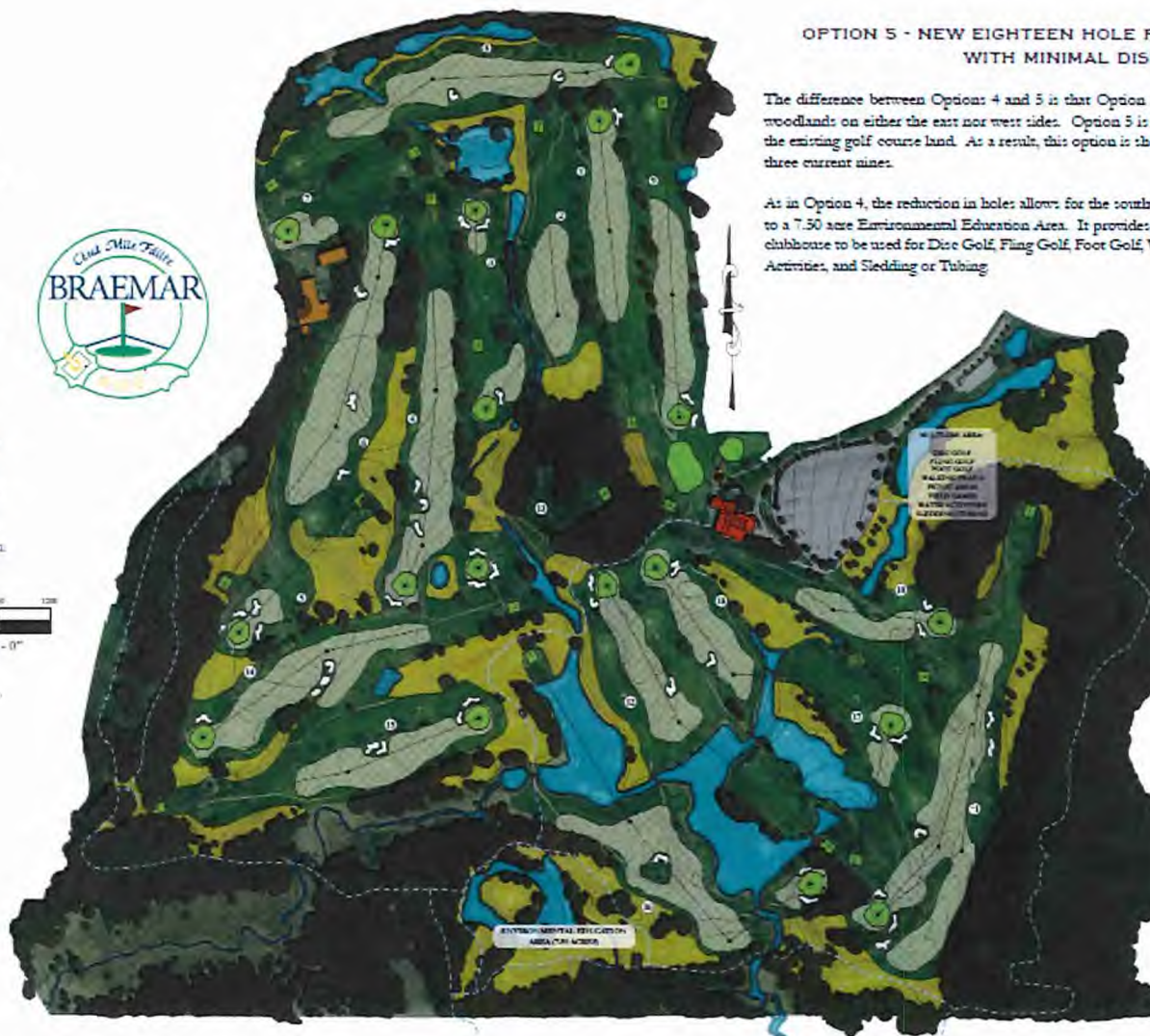
This option is Richard Mandell Golf Architecture's effort to create the best possible eighteen hole golf course that the current Braemar Golf Course property will yield. The reduction in holes allows for the southwest corner of the golf course to be converted to a 7.50 acre Environmental Education Area. It also provides for a Multi-Use Area close to the parking lots and clubhouse that can be used for Disc Golf, Fling Golf, Foot Golf, Walking Trails, Picnic Area, Field Games, Water Activities, and Sledding or Tubing.

HOLE	FAR	A	B	C	D	E
1	4	411	350	345	305	273
2	4	403	369	333	294	263
3	3	177	160	149	138	115
4	5	505	451	395	342	300
5	3	236	216	181	171	150
6	5	540	475	415	359	321
7	3	162	150	144	129	106
8	5	500	467	414	361	330
9	4	360	346	323	288	249
OUT	36	3330	3014	2699	2387	2131
10	4	437	410	374	336	299
11	5	625	570	521	457	411
12	4	447	410	374	336	299
13	3	187	170	154	147	131
14	4	435	400	369	327	290
15	4	425	367	356	313	277
16	5	566	512	451	397	354
17	3	169	154	144	133	110
18	4	426	390	361	317	281
IN	36	3717	3403	3104	2763	2452
TOTAL	72	7047	6417	5803	5150	4583

LEGEND



200 400 600 800 1000
SCALE 1" = 400' - 0"



OPTION 5 - NEW EIGHTEEN HOLE REGULATION GOLF COURSE WITH MINIMAL DISTURBANCE

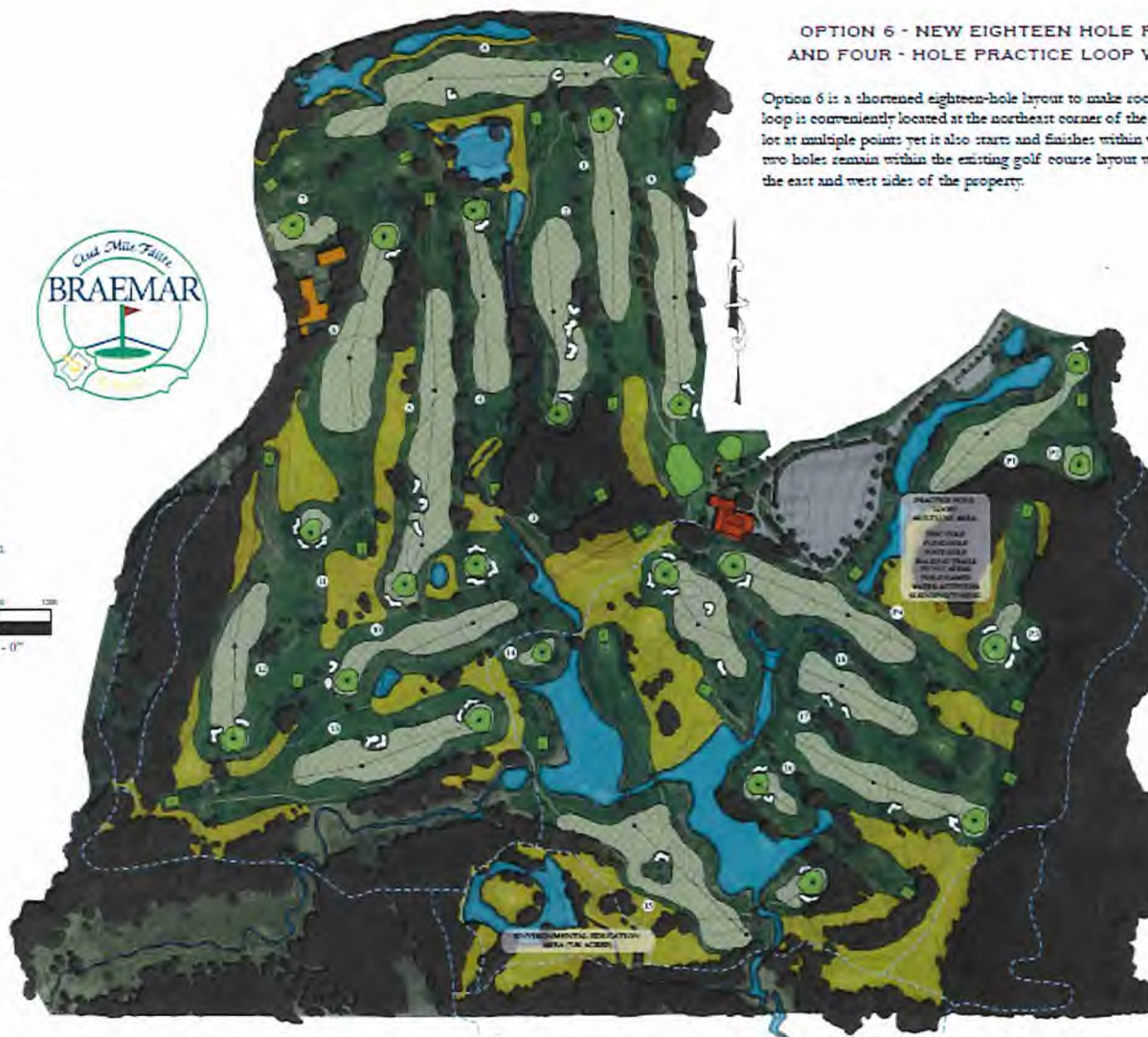
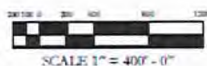
The difference between Options 4 and 5 is that Option 5 does not have any holes within the existing woodlands on either the east nor west sides. Option 5 is the best possible eighteen hole routing within the existing golf course land. As a result, this option is shorter than Option 4 but still far superior to the three current ones.

As in Option 4, the reduction in holes allows for the southwest corner of the golf course to be converted to a 7.50 acre Environmental Education Area. It provides for a Multi-Use Area near the parking lot and clubhouse to be used for Disc Golf, Fling Golf, Foot Golf, Walking Trails, Picnic Areas, Field Games, Water Activities, and Sledding or Tubing.

HOLE	PAR	YARDS
1	4	393
2	4	403
3	3	177
4	5	507
5	3	233
6	5	501
7	3	194
8	5	520
9	4	408
CASTLE	36	3336

HOLE	PAR	YARDS
10	4	390
11	5	587
12	4	448
13	3	191
14	4	444
15	4	432
16	5	576
17	3	181
18	4	421
HAYS	36	3670
TOTAL	72	7007

LEGEND



HOLE	PAR	YARDS
1	4	372
2	4	383
3	3	186
4	4	361
5	5	505
6	4	413
7	3	172
8	5	508
9	4	348
CASTLE	36	3287

HOLE	PAR	YARDS
10	4	428
11	3	193
12	4	368
13	4	412
14	3	120
15	5	559
16	3	240
17	4	389
18	5	527
HAYS	35	3237
TOTAL	71	6524

HOLE	PAR	YARDS
P1	4	398
P2	3	86
P3	3	183
P4	4	409

Attachment E

Braemar Golf Task Force Key Considerations 8-Apr-15

- I The expected utilization of the course is expected to be approx. 55,000 rounds for both 27-hole and 18-hole option.
- The 27 hole option assumes similar level of play (50% 18 hole / 50% 9 hole), which is not the most efficient revenue mix.
 - The 18 hole option assumes a shift from 9 hole rounds to more profitable 18 hole rounds. This mix change will result in a more profitable revenue model, but requires changes to league play, timing of juniors training, etc.

	Capacity	Utilization	%
27 hole capacity	80,000	54,500	68%
18 hole	50,000	27,500	55%
9 hole	30,000	27,000	90%
18 hole	65,000	55,050	85%
18 hole	45,000	40,050	89%
19 hole	20,000	15,000	75%
Current	80000	52000	65%
18 hole	50000	25000	50%
9 hole	30000	27000	90%

- II The historical high for number of rounds was 67,000 - This is not expected to occur again. If we thought golf would rebound to these levels, the 18 hole option would not be able to accommodate the demand.
- III This review does not consider the viability of the Driving Range/Par 3 Project or the expense associated with the upgrade sprinkler system (assumed to be maintenance)
- IV The financial return is highly dependent on the utilization, pricing and expense assumptions. **Based on Finances alone the 18-hole option is best.**
Overtime, both options have a loss because expenses are assumed to grow faster than revenues.

Joe's Model	2020	2025	2030
27 hole	(185)	(401)	(604)
18 hole	328	89	(341)

The 27 hole model

Incremental Capital Required \$ 6,556

WACC = 5%

	Best Case	Moderate	Joe's Estimate
Utilization	78%	71%	68%
Annual Pricing 18-hole	7% First YR / 3% annually	7% First YR / 3% annually	1% First YR / 1% annually
Annual Pricing 9-hole	3% First YR / 2% annually	3% First YR / 2% annually	1% First YR / 1% annually
Expense Inc	2%	2%	2%
NPV	\$ (5,034)	(6,358)	(7,505)
IRR	-10%	NA	NA
Financially viable	Maybe	NO	NO
Free Cash Flow 2025	237	56	(101)

The 27-hole option is only viable if higher utilization can be assumed along with more sustained annual price increases. This option provides more flexibility and less change in the golf habits of the customers is needed.

The 18 hole model

Incremental Capital Required \$ 4,358

WACC = 5%

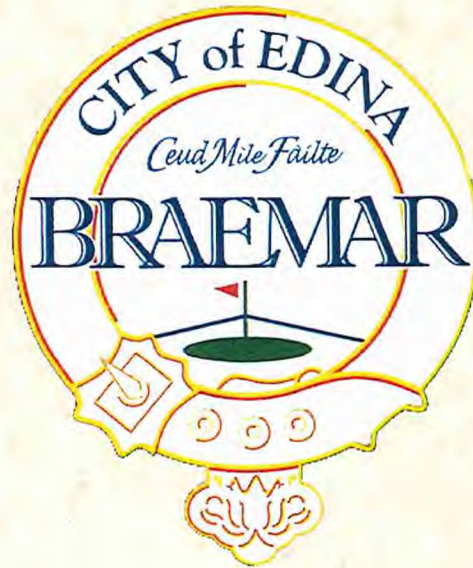
	Best Case	Joe's Estimate	Worst Case
Utilization	85%	85%	65%
Annual Pricing 18-hole	7% First YR / 1% annually	1% First YR / 1% annually	1% First YR / 1% annually
Annual Pricing 9-hole	5% First YR / 1% annually	1% First YR / 1% annually	1% First YR / 1% annually
Expense Inc	2%	2%	2%
NPV	(1,283)	(1,808)	\$ (2,027)
IRR	0%	-4%	NA
Financially viable	OK	Maybe	NO
Free Cash Flow 2025	376	304	26

The 18-hole option is less risky financially, but requires a change in golfer habits at the course. The downside is also less risky if golf utilization drops off. This option does not provide flexibility if golf rebounds a more rounds could be secured given the 85% assumed utilization rate.

Braemar Golf Course

City of Edina, Minnesota

Alternative Renovation Options



May 5, 2015

M RICHARD
MANDELL
GOLF ARCHITECTURE

TRADITION ♦ ENJOYMENT ♦ CHARACTER ♦ PASSION

Golf Course Tree Management Plan

M

RICHARD
MANDELL
GOLF ARCHITECTURE

Assessment of all the trees on site for possible removal, replacement, pruning and/or further investigation.

The process involves marking trees based on six primary considerations:

- Golfer safety
- Tree health
- Environmental concern
- Golf course conditioning
- Strategy & playability
- Aesthetics



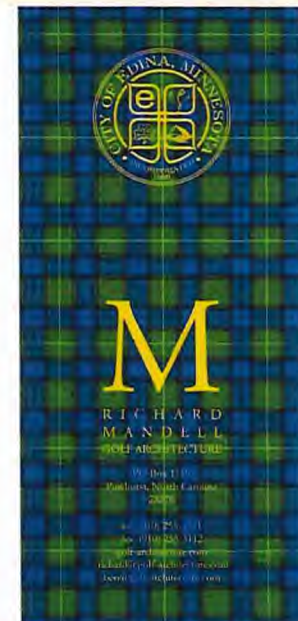
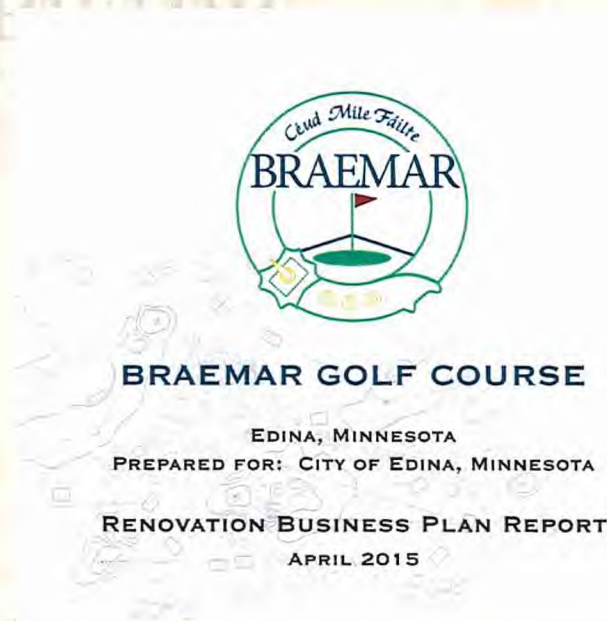
TRADITION ♦ ENJOYMENT ♦ CHARACTER ♦ PASSION

Golf Course Renovation Business Plan

Detailed analysis with concrete solutions, timing, costs

M
RICHARD
MANDELL
GOLF ARCHITECTURE

- Golf course walk-throughs and focus group discussions.
- Detailed analysis of all aspects of the golf course (tees, fairways, hazards, greens, rough, trees, cart path, water bodies) in terms of maintenance, operations, playability, strategy, environment, aesthetics.
- Prioritized solutions for each challenge identified:
 - Immediate (IM)
 - Mid-Term (MT)
 - Long-Term (LT)
- Detailed cost estimates.
- Alternative routing solutions.



TRADITION ♦ ENJOYMENT ♦ CHARACTER ♦ PASSION

Renovation Business Plan Timeline

September Walk - Throughs



RMGA conducted 6 focus group discussions and course walk-throughs with:

- Braemar Golf Course Renovation Task Force
- Four groups of golfers of all ages, abilities, and gender.
- Operations and maintenance staff.
- Environmental consultants and agency officials.



TRADITION ♦ ENJOYMENT ♦ CHARACTER ♦ PASSION

Renovation Business Plan Timeline

Walk – Through Findings



- The opening holes of the Castle nine set a very difficult tone for the golfers in terms of playability. The Castle nine is almost 400 yards longer than both the Hays and Clunie nines.
- The golf course is too long and too narrow for the majority of women golfers. There are numerous forced carries and the rough is too deep for the ladies as well.
- The water features are surrounded by invasive species and are concealed by tall plants which create an unfair carry for the lesser-skilled golfers.
- Numerous drainage issues make the golf course wet for golfers and much longer-playing than the yardage reflects.
- Multiple fairways have water-holding soils and/or lack topsoil to effectively grow a proper stand of turf for golf.
- Fairways are very bumpy due to drainage issues and heaving of underlying soils.
- Fairways and approaches are too narrow. Fairway lines do not reflect the natural topography of the land.
- Forced carries, narrow fairways, tree encroachment, and deep rough are primary contributors to slow play.

TRADITION ♦ ENJOYMENT ♦ CHARACTER ♦ PASSION

Renovation Business Plan Timeline

Clunie Nine Walk – Through Findings



- Rounds at Braemar fell when the Clunie nine was built because golfers did not like playing it and were upset their round would include the Clunie nine and not the original 18. As a result, it became more of an overflow nine instead of a third nine of comparable golf.
- The Clunie nine was not accepted by older golfers due to the difficult elevation changes and difficult walks.
- The Clunie nine is much more narrow with more forced carries, especially for the women.
- There are many penal bunkers that make each fairway even more narrow.
- The vegetation lining the water features blocks the view of many holes and require higher than necessary shots to be played over them, creating a more difficult challenge for women and beginners.
- The majority of holes are wetter than the original holes because they were built in the flood plain with little drainage over poor soils. The tees for holes 24, 26, and 27 were built with pond muck. Holes 23, 24, 26, and 27 never had a layer of topsoil added and still do not have quality grass.

TRADITION ♦ ENJOYMENT ♦ CHARACTER ♦ PASSION

Renovation Business Plan Timeline

Understanding of Environmental Constraints

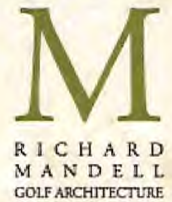


- Review of wetlands and establishment of 60' wetland buffer worst-case scenario.
- Understand that flood plain challenges can only be addressed in the grading process regardless of scope of work.
- Understand previous COE permits and work to avoid those issues.
- Review Oak Woodland/Savanna challenges.

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Alternative Renovation Options

Oak Savanna Restoration



- Two areas within Braemar Park (totaling 29.13 acres) to the west are considered Oak Savanna. Specifically two smaller parcels within these areas (totaling 9.15 acres) known as Parcels A (3.85 acres) and B (5.30 acres) are designated as mitigation areas to be “maintained as natural areas” by the USACE as part of the permit agreement for the development of the Clunie nine in 1992.
- An Oak Savanna is a wooded area dominated by Oak species in which less than 50% of the ground area is exposed to the sun at noon in midsummer.
- At Braemar, much of the original Oak Savanna has transitioned into Oak Woodland due to elimination of grazing and fire. In most areas, the oak canopy has closed in and other tree species have filled in canopy gaps.
- The best indicator of a former Oak Savanna is the presence of historically visible open-grown oaks found within an existing Oak Woodland. Open-grown oaks are recognized by the presence of intact lower limbs spreading to the ground.
- Oaks without these lower limbs present typically have been surrounded by other trees in such a crowded way that the lower limbs were not allowed to grow as nature intended, mostly due to inadequate sunlight, and are indicative of an original Oak Woodland.

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Alternative Renovation Options

Oak Savanna Restoration

In 1947, the 445-acre parcel of Braemar Park included 1,843 individual trees dispersed across the site with an average spread of 40' that remained untouched from agricultural clearing. Most of the original native herbaceous layer was likely eliminated by cattle grazing.



Braemar Park in 1947: 13.60% Tree Canopy
60.65 acres of trees



Braemar Park in 2012: 38.26% Tree Canopy
170.27 acres of trees

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Renovation Business Plan Timeline



RMGA Design Goals: Ecological Enhancements

- Implement **Barr Engineering's Natural Resources Information Summary (Feb. 2015)** as much as possible.
- Restore wetland buffers as appropriate in areas that do not slow play by eliminating invasive species and establishing appropriate pollinator plantings.
- Increase wetland buffers as much as possible (beyond the mandated limits) which will not negatively impact the golf course playing areas.
- Restore the Oak Woodland to the east of the golf course by removing invasive species such as Buckthorn and restoring appropriate understory plantings of native sedges, forbs, and grasses with specific areas of wildflower plantings no taller than two to three feet.
- Restore the Oak Woodland to the west of the golf course by the same process.
- Develop areas within the golf course to restore Oak Savanna with the planting of Bur Oaks, Northern Pin Oaks, Red Oaks and Shortgrass Woods Edge Savanna Seed Mix.
- Provide a woodland and savanna maintenance budget and staff separate from the golf course maintenance budget to regular maintain these areas as part of a long-term management plan.
- Develop signage within Oak Savanna areas and alongside wetland buffers available to golfers as well as others for educational purposes.

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Renovation Business Plan Timeline

RMGA General Design Goals



- Do not fill wetlands.
- Utilize 60' wetland buffers.
- Avoid SW corner of property due to poor growing conditions.
 - Sunlight, soils, air circulation.
- Widen fairways.
- Tee Shot Distance Equity.
- Improve golf feature infrastructure.
- Introduce additional uses:
 - Environmental Education Area.
 - Multi – Use Areas for Disc Golf, Fling Golf, Foot Golf, field games, water activities and sledding or tubing.
 - Picnic areas.
 - A walking trail network surrounding the park with sufficient safety buffers from golf course playing areas.

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Renovation Business Plan Timeline

January Presentation of Preliminary Concepts To Golfers & Park Board



- **Concept A** – Improvements to Castle & Hays Nines with New Regulation Clunie Nine.
- **Concept B** – Improvements to Castle & Hays Nines with Original 18th Hole & New Regulation Clunie Nine.
- **Concept C** - Improvements to Castle & Hays Nines with Original 18th Hole & New Executive Clunie Nine.
- **Concept D** - New Eighteen Hole Regulation Golf Course.

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Renovation Business Plan Timeline

Further Development of Preliminary Options



- **Option 1** – The Best 27 Regulation Holes Possible.
- **Option 2** – The Best 27 Regulation Holes Possible with Minimal Disturbance.
- **Option 3** - The Best 18 Regulation Holes & Executive 9 with Minimal Disturbance.
- **Option 4** - New Eighteen Hole Regulation Golf Course.
- **Option 5** - New Eighteen Hole Regulation Golf Course with Minimal Disturbance.
- **Option 6** - New Eighteen Hole Regulation Golf Course and Four-Hole Practice Loop with Minimal Disturbance.

**March Presentation of Preliminary Options
To Task Force & City Council**

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Renovation Business Plan Timeline



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Completion of Renovation Business Plan

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Renovation Business Plan Timeline

Completion of Renovation Business Plan

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NO. 1

The first hole at Braemar Golf Course is a long, straight par four which serves as a very difficult test for a brand of golf the most common. Two similar to both the front hole on the left and the driving range on the right, the hole is situated on the far side of the clubhouse, making the golf hole as narrow as it is long in the level of the clubhouse.

Drainage issues plague the last 100 yards of the hole to the green, where putting surface is not as viable as perfect for a beginning hole, and also subject to the back-swing. A sand bunker to the left of the green, located along a shallow ravine, is one of the existing features, rendering the hole as a test of the player's ability to the green. There is no room to the left of the hole, and a pond dug with little imagination from the green.

EXISTING HOLE



PAR 4

DESIGN ISSUES:

- This hole originally played as a par five with the back tee located on the hill but brought to their current position in 1960.
- The hole is a par four for men and a par five for women.
- Hole needs to be a better experience that gives golfers hope.
- Many level-sided play the hole as a par four.
- Being empty, hole with little interest. Hole is too long and narrow for most.
- Grassland is an area and the hole is too long and narrow for most.
- Many of the better golfers but not too far and approach the green from there.
- Most trees from the front hole land in the fairway. Trees were placed between these holes to discourage golfers from successfully playing one hole to the next.
- Too many trees on the fairway.
- Band pond on right is small.
- Most of the putting surface is hidden from the landing area.
- Can golf location is too close to the green and green.
- Second shot for asphalt can put on the right.
- Green is too close to the clubhouse or the hole.
- Left green side bunker is too large and makes the approach.
- Green complex is too flat looking. Lack of depth perception behind the green.
- Belt area will off the back of the green.

MAINTENANCE ISSUES:

- Drainage issues in fairway due to presence of clay from 190 yards in to the green.
- There are many trees and holes behind the green.

458 - 445 - 372 - 346 YARDS

PROPOSED HOLE #1

PAR 5

Because the overall site is so tight, the first hole is a logical choice to be converted to a par five due to the available length. Extending the tee backward allows the flexibility to play the hole as a par five. In addition, it will provide a promising start to a round at Braemar needed for most golfers.

Select clearing and widening of the fairway will make the opening too short more player friendly. A fairway bunker at the inside corner of the second landing area challenges golfers to take the shorter route to the green, which will be placed slightly downhill from its present location. The shorter route also avoids the pond to the right of the green.

Although not completely viable from the first landing area, the putting surface and its surrounding hazards will be seen from the second landing area needed between the fairway bunker on the left and the hillside on the right.



SOLUTIONS:

- Extend the hole back to allow hole to play as a par five (2M).
- Install higher mowing (10' tall or more) along right side of fairway to protect from third tee shots going into the driving range and trees keep them going into the first bunker (2M).
- Install drainage from fairway landing area to existing green (2M).
- Relocate about 100 yards to the left of the green (2M).
- Move green to new location in existing second fairway and there are second landing area (2M).
- Move new pond to the left side of the fairway in conjunction with new construction (2M).

528 - 509 - 445 - 403 - 361 - 305 YARDS

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Renovation Business Plan Timeline

Completion of Renovation Business Plan

TEE RENOVATION SOLUTIONS & PRIORITIES

* All of the distances outlined here are based on an 18 hole average of the three 18-hole configurations possible at Braemar.

Upon completion of the Tee Shot Distance Equity Analysis (TSDEA), five sets of tee boxes will provide the proper spacing to create equity among the golfers at Braemar. The goal of tee relocation for TSDE is to create a situation where each golfer experiences the same (or very similar) approach shots provided average tee shots were played from the correct set of tees. The new tee boxes will yield more distance equity by increasing the overall distance spacing from each tee box to 587 yards from the existing spacing of 315 yards, rendering one current tee box combination from the current six-tee system unnecessary.

Tee Shot Distance Equity will be accomplished by consolidating the White and Silver Combo tee boxes to a yardage of 6,017 and accomplishing the same with the Red and Green Combo tees to 5,344 yards. The Gold tee distance is still represented with a new distance of 4,835 yards and a new forward tee box at 4,178 yards will be added. We have also created a set of junior tees at 3,400 yards (based upon TSDE) to be represented as simple markers within the established fairway of each hole. Following are the current average 18 hole equivalents and the proposed equivalents:

Current	Proposed
Blue: 6,508 yards	A: 6,527 yards
White: 6,230 yards	B: 6,017 yards
Silver: 5,917 yards	C: 5,344 yards
Red: 5,531 yards	D: 4,835 yards
Green: 5,365 yards	E: 4,178 yards
Gold: 4,923 yards	

There is a variation in actual yardage differences among each tee box due to topographical limits, yet more equity has been achieved, particularly for golfers playing from the front tees. Additional tee renovation solutions are as follows:

- In conjunction with TSDE, many front tee boxes will be relocated to reduce the distance of forced carries over water, thereby reducing the need to lay up off the tee where a tee shot is impossible to play due to the long carry. These tee boxes will eliminate the need to lay up off the tee, instead allowing for more aggressive tee shots and more reasonable approach shots.
- Increase the average tee complex size per golf hole at Braemar from 5,785 square feet to 8,140 square feet to spread out wear and provide a better stand of turf.
- Laser-level all tee boxes to ensure a level stance for all golfers.
- Develop square/rectangular shapes for all tee boxes to maximize usable square footage while minimizing wasted maintenance efforts (which is vital for a small maintenance staff).



Following is a prioritized listing of tee complexes for renovation consideration. Each tee complex is prioritized in three ways: Immediate (IM), Mid-Term (MT), and Long-Term (LT). Further explanation of prioritization follows:

IM: Renovating these tees will have an immediate impact in one of three considerations below or better utilize the City's funds by being part of a related immediate project:

- Safety** - These tees need to be moved because they are too close to other course features.
- Maintenance** - These features are located in such an environment that grass cannot grow properly or simple mowing cannot be performed without excessive effort. These tee complexes also may be too small.
- Playability** - These tees can be moved to greatly improve sight lines to fairways or improve playability for golfers who cannot otherwise play the hole fairly due to Tee Shot Distance Equity issues.

MT: These tee complexes will benefit from improvement based on both maintenance and playability or may be better completed as part of other mid-term projects that best utilize the City's funds.

LT: These tees can be completed with a long-term outlook. They do not have the same impact in terms of maintenance and playability, but eventually need renovation. Certain tees may have a more urgent impact in terms of maintenance, playability, and even safety, but renovation of these features is dependent upon larger and more long-range renovation tasks. Some of these tees may be moved up in the priority list based upon other priority choices.

TEES FOR IMMEDIATE (IM) CONSIDERATION:

- #9 - The difficulty of the existing ninth hole as a par five stems mostly from the awkward carries over water from the current tee configuration. Most of the lesser-skilled golfers find it very difficult to carry the water off the tee and are forced to lay up. In response to the forced lay up, those same golfers are faced with a very long second shot with virtually no chance to reach the green in regulation. Converting the hole to a par four will help make the hole more manageable. Changing the par for this hole is contingent upon moving holes 4 & 5 to the Hays nine and moving holes 14 & 15 to the Castle nine.
- #27 - A similar problem exists with this par five as well but a different solution will greatly improve TSDE. By lengthening the hole and moving the first landing area back, there will be enough room for the lesser skilled golfers to swing away off the tee without the worry of always putting their tee shots in the water. Nor will a forced lay up create such a long second shot with no chance of reaching the green in regulation. The new tee configuration will actually increase the less-skilled golfer's chances of reaching the green in regulation on a regular basis.

The following changes to holes 23-26 are all contingent upon each other as one current hole (#25) will be eliminated in the process and a brand new hole (#24) must take its place. As a result, all four of these holes must be built simultaneously. Since this is the corner of the Clunie nine that can create the most impact for the golfers, this work is prioritized ahead of most other work proposed within the RBP.

Renovation Business Plan Timeline

Completion of Renovation Business Plan

M

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GREEN CONSTRUCTION				
Excavate Construction (M)	5	1,756	7,139.00	10
TIE CONSTRUCTION				
Excavate Ties (M)	5	1,145	6,214.00	10
SAND BUNKER CONSTRUCTION				
Bunker Removal (M)	5	1,140	1,934.00	10
Bunker Construction (M)	5	3,750	1,250.00	10
CART PATH REMOVAL & CONSTRUCTION				
Removal of Cart Path (Holes 1-10)	5	2,250	5,700.00	10
Cart Path Construction (Holes 1-10)	5	21,600	1,310.00	10
NEEDED PREPARATION				
Grading (Holes 1-10)	5	2,475,200	1,300	10
GRADING				
Grading (Holes 1-10)	5	4,115	1,600.00	10
Grading (Holes 11-18)	5	4,170	97,400	10
Grading (Holes 19-27)	5	11,000	7,139.00	10
Grading (Holes 28-36)	5	4,115	9,293.00	10
Grading (Holes 37-45)	5	2,115,000	1,300	10
Grading (Holes 46-54)	5	7,100,000	1,300	10
SOFT COSTS				
Soft Costs (Holes 1-10)	10			
Total			\$ 24,296.99	

ADDENDUM 4 - NEW HOLES # 21:

Item	Unit Cost	Quantity	Unit	Total
PROJECT PREPARATION				
Excavate (Holes 21-27)	5	11,000.00	100	10
Excavate (Holes 28-36)	5	2,711.52	100	10
GRADING				
Grading (Holes 21-27)	5	1,100.00	100	10
Grading (Holes 28-36)	5	1,100.00	100	10
Grading (Holes 37-45)	5	1,100.00	100	10
Grading (Holes 46-54)	5	1,100.00	100	10
EROSION CONTROL				
Erosion Control (Holes 21-27)	5	3,300	2,500.00	10
Erosion Control (Holes 28-36)	5	2,711.52	1,000.00	10
Erosion Control (Holes 37-45)	5	2,711.52	1,000.00	10
Erosion Control (Holes 46-54)	5	2,711.52	1,000.00	10
SOFT COSTS				
Soft Costs (Holes 21-27)	10			
Total			\$ 11,300.00	



PROJECT PREPARATION				
Excavate Construction (M)	5	1,756	7,139.00	10
TIE CONSTRUCTION				
Excavate Ties (M)	5	1,145	6,214.00	10
SAND BUNKER CONSTRUCTION				
Bunker Removal (M)	5	1,140	1,934.00	10
Bunker Construction (M)	5	3,750	1,250.00	10
CART PATH REMOVAL & CONSTRUCTION				
Removal of Cart Path (Holes 1-10)	5	2,250	5,700.00	10
Cart Path Construction (Holes 1-10)	5	21,600	1,310.00	10
NEEDED PREPARATION				
Grading (Holes 1-10)	5	2,475,200	1,300	10
GRADING				
Grading (Holes 1-10)	5	4,115	1,600.00	10
Grading (Holes 11-18)	5	4,170	97,400	10
Grading (Holes 19-27)	5	11,000	7,139.00	10
Grading (Holes 28-36)	5	4,115	9,293.00	10
Grading (Holes 37-45)	5	2,115,000	1,300	10
Grading (Holes 46-54)	5	7,100,000	1,300	10
SOFT COSTS				
Soft Costs (Holes 1-10)	10			
Total			\$ 24,296.99	

ADDENDUM 5 - New HOLES #23, 24, & 26:

Item	Unit Cost	Quantity	Unit	Total
PROJECT PREPARATION				
Excavate (Holes 23-24)	5	1,100.00	100	10
Excavate (Holes 25-26)	5	2,711.52	100	10
GRADING				
Grading (Holes 23-24)	5	1,100.00	100	10
Grading (Holes 25-26)	5	1,100.00	100	10
Grading (Holes 27-36)	5	1,100.00	100	10
Grading (Holes 37-45)	5	1,100.00	100	10
Grading (Holes 46-54)	5	1,100.00	100	10
EROSION CONTROL				
Erosion Control (Holes 23-24)	5	3,300	2,500.00	10
Erosion Control (Holes 25-26)	5	2,711.52	1,000.00	10
Erosion Control (Holes 27-36)	5	2,711.52	1,000.00	10
Erosion Control (Holes 37-45)	5	2,711.52	1,000.00	10
Erosion Control (Holes 46-54)	5	2,711.52	1,000.00	10
SOFT COSTS				
Soft Costs (Holes 23-24)	10			
Total			\$ 11,300.00	

SAND BUNKER CONSTRUCTION				
Bunker Removal (M)	5	1,140	1,934.00	10
Bunker Construction (M)	5	3,750	1,250.00	10
CART PATH REMOVAL & CONSTRUCTION				
Removal of Cart Path (Holes 1-10)	5	2,250	5,700.00	10
Cart Path Construction (Holes 1-10)	5	21,600	1,310.00	10
NEEDED PREPARATION				
Grading (Holes 1-10)	5	2,475,200	1,300	10
GRADING				
Grading (Holes 1-10)	5	4,115	1,600.00	10
Grading (Holes 11-18)	5	4,170	97,400	10
Grading (Holes 19-27)	5	11,000	7,139.00	10
Grading (Holes 28-36)	5	4,115	9,293.00	10
Grading (Holes 37-45)	5	2,115,000	1,300	10
Grading (Holes 46-54)	5	7,100,000	1,300	10
SOFT COSTS				
Soft Costs (Holes 1-10)	10			
Total			\$ 24,296.99	

ADDENDUM 6 - DRAINAGE WORK:

Item	Unit Cost	Quantity	Unit	Total
PROJECT PREPARATION				
Excavate (Holes 23-24)	5	1,100.00	100	10
Excavate (Holes 25-26)	5	2,711.52	100	10
EROSION CONTROL				
Erosion Control (Holes 23-24)	5	3,300	2,500.00	10
Erosion Control (Holes 25-26)	5	2,711.52	1,000.00	10
Erosion Control (Holes 27-36)	5	2,711.52	1,000.00	10
Erosion Control (Holes 37-45)	5	2,711.52	1,000.00	10
Erosion Control (Holes 46-54)	5	2,711.52	1,000.00	10
SOFT COSTS				
Soft Costs (Holes 23-24)	10			
Total			\$ 11,300.00	

RENOVATION OPTIONS SUMMARY

1. Recommended Project	\$ 6,942,229.10
2. Alternative Renovation Option 1: Excavate, Sand Bunkers, Soft Grading	\$ 2,628,248.48
3. Alternative Renovation Option 2: Add Tee Complexes and Longman Teebox	\$ 5,000,572.87
4. Alternative Renovation Option 3: Add Cart Path and Old Areas	\$ 7,071,000.26
5. Alternative Renovation Option 4: The Best 27 Holes Possible	\$ 5,331,556.31
6. Alternative Renovation Option 5: The Best 27 Holes Possible: Max Disturbance	\$ 6,000,000.79
7. Alternative Renovation Option 6: Best 27 with 9 Hole Executive Course	\$ 6,000,000.79
8. Alternative Renovation Option 7: New 18 Hole Regulation Course	\$ 6,000,000.79
9. Alternative Renovation Option 8: New 18 Holes with Minimal Disturbance	\$ 6,000,000.79
10. Alternative Renovation Option 9: New 18 Holes with Minimal Disturbance	\$ 6,000,000.79
11. Addendum 1: New Hole 1 & 2	\$ 270,777.61
12. Addendum 2: New Hole 14	\$ 270,777.61
13. Addendum 3: New Hole 15	\$ 240,726.57
14. Addendum 4: New Hole 21	\$ 270,777.61
15. Addendum 5: New Holes 23, 24, & 26	\$ 533,333.33
16. Addendum 6: Drainage Work	\$ 418,877.32

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Download Task Clock 3.1.14

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Alternative Renovation Options

General Issues: Infrastructure



- **Tee Boxes** (15 - 20 years): Original 18: 50 years; Clunie: 20 years
- **Irrigation Control System** (10 - 15 years): Original 18: 34 years; Clunie: 20 years
- **Irrigation Mainline PVC** (10 - 30 years): Original 18: 34 years; Clunie: 20 years
- **Irrigation PVC Laterals** (10 - 30 years): Original 18: 34 years; Clunie: 20 years
- **Irrigation Heads** (10 - 15 years): Original 18: 34 years; Clunie: 20 years
- **Irrigation Pump System** (15 - 20 years): Original 18: 34 years; Clunie: 34 years
(An additional pump was inherited in 2010)
- **Cart Paths** (5 - 10 years): Original 18: Ind.; Clunie: 20 years
(All cart path is piecemeal and includes gravel, concrete, and asphalt)
- **Sand Bunkers** (5 - 15 years): Original 18: 50 years; Clunie: 20 years
- **Putting Greens** (15 - 30 years): Original 18: 50 years; Clunie: 20 years

Alternative Renovation Options

General Issues: Playability

Forced Carries

Narrow Fairways

Poor tee placement – lack of Tee Shot Distance Equity.



"Politely discourage the duffer." - Warren Hyde, Edina City Manager (1964)

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Alternative Renovation Options

General Issues: Accessibility



27 holes allows for more utilization for all ages and abilities but brings more cost.

18 holes may not support enough golfers in the long-term but comes with less cost.



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Alternative Renovation Options

Why is golf failing nationally?

- New golf courses over the past few decades were built for the wrong reasons.
- Golf is too difficult for new golfers.
- Golf participation rates are a revolving door in and out each year.
- Economic recession of 2008.

Braemar's numbers started to slip by 1997.

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Alternative Renovation Options

Potential Scope of Work Options

- Repair what is already there – just a band-aid that does not solve overlying issues:
 - Safety issues when widening fairways.
 - Forced carries for some.
 - TSDE
 - Much of current hazard placement promotes penalty more than challenge.
- Complete re-build of 27 holes.
- Completely new 18 hole golf course.
- Repair original 18 and leave Clunie nine alone (and open).

LEGEND



TEE



GREEN



SAND BUNKER



FAIRWAY



TROUGHLINE



WATER BODY



CLUBHOUSE



MAINTENANCE



OAK SAVANNA RESTORATION
36.3 ACRES

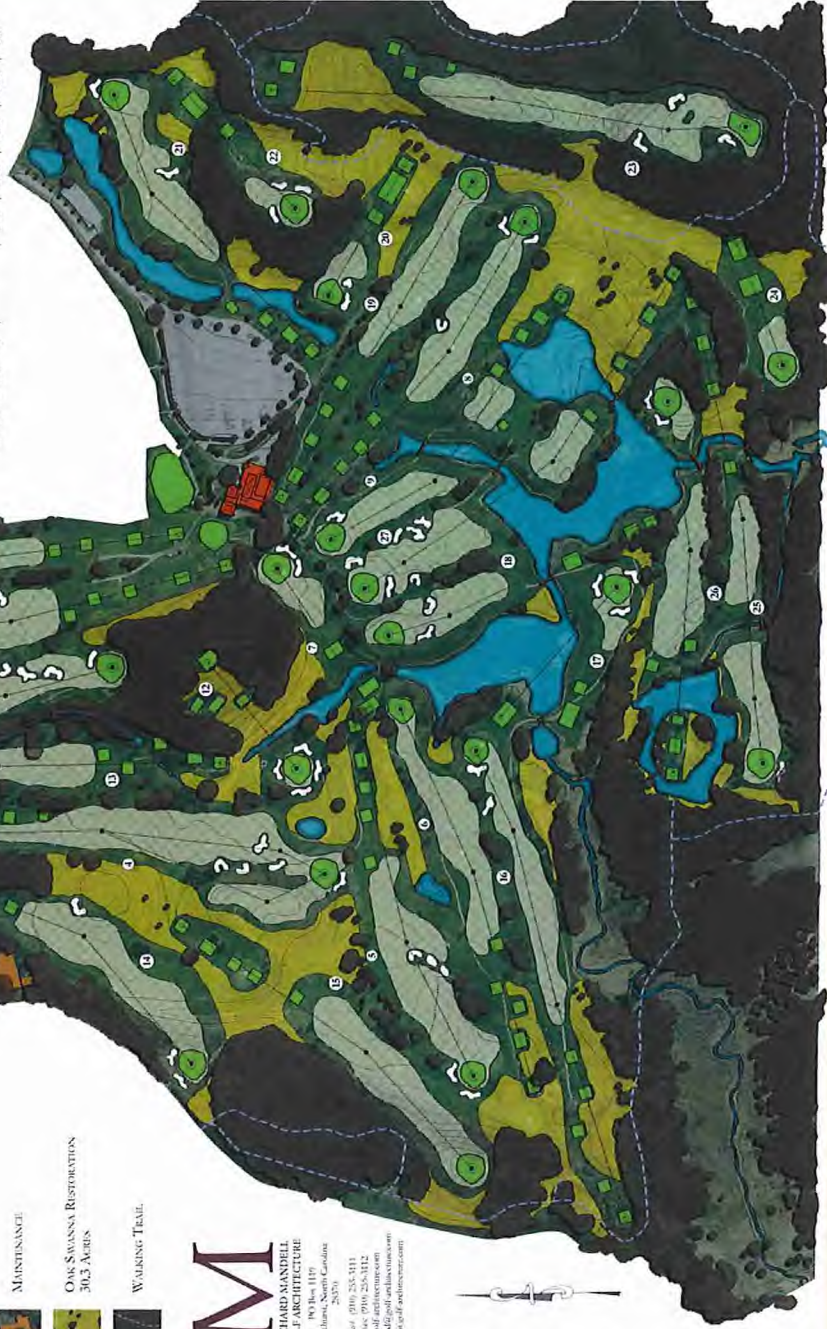


WARNING TRAIL



OPTION 1 27 Regulation Holes

HOLE	PAR	HANDICAP	A	B	C	D	E
1	4	1	367	371	375	379	383
2	4	2	367	371	375	379	383
3	3	5	304	306	308	310	312
4	5	2	321	323	325	327	329
5	4	7	416	418	420	422	424
6	4	3	385	387	389	391	393
7	3	9	448	450	452	454	456
8	4	4	417	419	421	423	425
9	4	3	383	385	387	389	391
10	5	14	507	509	511	513	515
11	4	15	514	516	518	520	522
12	3	16	535	537	539	541	543
13	4	17	545	547	549	551	553
14	4	18	555	557	559	561	563
15	4	19	565	567	569	571	573
16	5	11	546	548	550	552	554
17	3	12	557	559	561	563	565
18	3	13	567	569	571	573	575
19	4	14	577	579	581	583	585
20	3	25	607	609	611	613	615
21	4	27	608	610	612	614	616
22	3	22	599	601	603	605	607
23	5	23	647	649	651	653	655
24	3	28	657	659	661	663	665
25	3	29	667	669	671	673	675
26	4	19	617	619	621	623	625
27	5	24	653	655	657	659	661
CLUNIE	36		5262	5269	5275	5282	5289
CLUNIE to Castle	72		6771	6786	6801	6816	6831



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New 27 Holes:
Three Equal Nines

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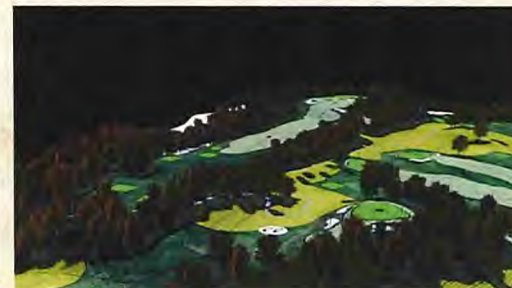
M
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Alternative Renovation Options

Best 27 Regulation Holes Possible: Three Equal Nines

Achieves general RMGA design goals for the golf course:

- Playability improved by reducing forced carries.
- Playability improved through wider fairways.
- Playability improved through Tee Shot Distance Equity.
- Improves golf feature infrastructure.
- Equalizes overall distance of each nine by switching holes 4 & 5 with holes 14 & 15.
- New #23 allows for a significant change to the third nine to achieve above goals.



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Alternative Renovation Options

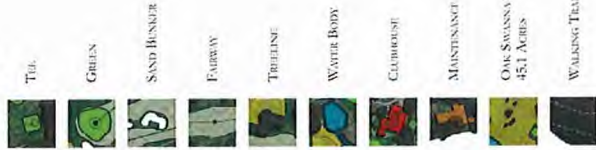
Best 27 Regulation Holes Possible: Three Equal Nines



- **Achieves RMGA design goals for ecological enhancement:**
 - All 73 acres of existing wetlands remain intact.
 - Wetland buffers restored.
 - Oak Woodland on all sides of golf course are restored.
 - Creation of new Oak Savanna areas within the golf course.
- **Proposed Tree Canopy for Braemar Park: 38.26% of 445-acre site.**
 - Proposed Tree Removal: 15.18 acres.
 - Proposed Oak Savanna Restoration Areas: 30.30 acres (15.15 acres of Oak Canopy Planting).
- **Preliminary Estimated Cost: \$9,331,956.51.**

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LEGEND



OAK SAVANNA RESTORATION
45.1 ACRES

WARMING TRAIL



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OPTION 4 New 18 Hole Regulation Golf Course

HOLE	PAR	HANDICAP	A	B	C	D	E
1	4	12	411	380	345	305	273
2	3	11	399	369	335	295	263
3	3	10	375	345	310	270	238
4	5	8	505	451	392	342	286
5	3	6	256	216	185	171	155
6	5	10	540	475	415	359	321
7	3	8	162	150	144	129	116
8	3	7	150	138	132	117	104
9	4	16	388	356	323	285	247
OUT	36		3330	3014	2699	2387	2131
10	4	11	437	410	374	346	299
11	5	7	625	570	521	457	411
12	3	1	417	410	374	346	299
13	4	5	435	410	369	327	289
14	4	13	425	387	356	313	277
15	5	3	566	512	451	397	354
16	5	3	169	154	141	133	110
17	3	17	426	389	361	317	283
18	4	9	317	303	276	243	212
IN	36		3117	3003	2763	2463	2152
TOTAL	72		7047	6417	5863	5150	4583



New 18 Holes: A New Chapter



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Alternative Renovation Options

New Eighteen Hole Regulation Golf Course: A New Chapter



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- **Achieves general RMGA design goals for the golf course:**
 - Playability improved by reducing forced carries.
 - Playability improved through wider fairways.
 - Playability improved through Tee Shot Distance Equity.
 - Improves golf feature infrastructure.
 - Provides space for a dedicated Multi-Use Area.
 - Provides space for a dedicated 7.50 acre Environmental Education Area
- **Achieves RMGA design goals for ecological enhancement:**
 - All 73 acres of existing wetlands remain intact.
 - Wetland buffers restored.
 - Oak Woodland on all sides of golf course are restored.
 - Creation of new Oak Savanna areas within the golf course.
- **Proposed Tree Canopy for Braemar Park: 40.03% of 445-acre site.**
 - Tree Removal: 12.21 acres.
 - Proposed Oak Savanna Restoration Areas: 45.10 acres (20.08 acres of Oak Canopy Planting).
- **Preliminary Estimated Cost: \$ 6,983,688.75.**

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Alternative Renovation Options

Ecological Benefits to the General Public



- The opportunity to minimize manicured golf turf and create additional Oak Savanna habitat is a clear win-win for both non-golfers and golfers alike:
 - By minimizing outputs on the golf course, Braemar's carbon footprint will decrease.
 - Non-golfing citizens of Edina as well as golfers will be able to enjoy the benefits of an increased Oak Savanna habitat.
- Braemar's restored native plant communities will require fewer inputs for maintenance, fertilizer and pest control because they are well adapted to Minnesota's climate.
- Braemar's restored native plant communities provide habitat for birds, wildlife, and pollinators which promote healthy and diverse ecological systems.
- Braemar's restored native plant communities will improve stormwater infiltration, which reduces erosion and recharges groundwater.
- Braemar's restored native plant communities will also stabilize steep slopes and shorelines, further preventing erosion. This leads to cleaner surface water and healthier systems.

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Alternative Renovation Options

Ecological Benefits to the General Public



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- Residents of Edina have expressed a strong desire for more trails and accessible open spaces. Native plant communities will provide an attractive and welcoming background for these activities.
- There will be many educational opportunities surrounding the golf course, including educational signage and potential for park- or school-programmed activities.
- Restoring and connecting native habitats within the Braemar property to the larger context of the ecological area comprised by the City of Edina will strengthen and make more resilient the natural systems that provide a vibrant and healthy environment for Edina's citizens.
- Connecting and expanding trails at Braemar to the Hennepin County network represents a broader, more systematic approach that invites more users to enjoy the amenities Braemar provides its citizens.

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Alternative Renovation Options



In Conclusion: A Win-Win Situation for Edina

Option 1 (27 Holes) will provide three championship nine-hole loops of equal quality:

- More enjoyable due to proper placement of hazards, wider fairways, Tee Shot Distance Equity.
- Easier to maintain with improved infrastructure (drainage, irrigation, golf course features).
- Greatly improve the ecological quality of Braemar Park.
- Allow for nine holes to provide a separate outlet for:
 - Beginning golfers in busy times.
 - Regular golfers while golf outings utilize the other eighteen holes.

Option 4 (18 Holes) will provide a brand new championship 18:

- Maximize the site to create the best possible golf holes the site will yield.
- More enjoyable due to proper placement of hazards, wider fairways, Tee Shot Distance Equity.
- Easier to maintain with improved infrastructure (drainage, irrigation, golf course features).
- Increased opportunity for ecological gain.
- Provide space for additional site uses.
- Less golf round supply needed for fiscal responsibility.

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